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UMUZIWABANTU REVIEWED INTERGRATED DEVELOPMENT PLAN 2016/2017

Thandeka
Hewlett-Packard
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CHAPTER ONE

EXECUTIVE SUMMARY

1.1 INTRODUCTION

This IDP document is the Municipality's principal strategic planning document which ensures co-ordination of the government's development agenda among its three spheres. It forms the inclusion of a revised Spatial Development Framework (SDF) as well as alignment with a number of Local Government policies and plans. The IDP provides an opportunity to dissect shared analysis and planning between a range of stake holders which include amongst many, political leadership, communities, Administrative leadership, and organized business etc. It looks at economic and social development of the area as a whole and must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected. Integrated Development Planning as a concept must eliminate unnecessary duplication of effort and streamline funding in as sustainable manner. The IDP document is further informed by the comments received from the MEC.

Priorities which have been identified in the IDP inform all financial planning and budgeting undertaken by the Municipality. IDP and budget targets and deliverables must be monitored and evaluated on an ongoing basis to ensure that goals set with communities are achieved through the use of a performance management system which has detailed performance indicators and is monitored on a monthly / quarterly basis.

The IDP finds its credibility in a manner in which it is developed, through stakeholder mobilization and public participation. This is a tool through which the democratic government seeks to reverse social ills. The IDP must decisively put emphasis on the upliftment and empowerment previously disadvantaged communities through sustainable strategies. This must then be evident in the manner in which resources are allocated and programs implemented.

The Integrated Development Planning is a continuous process whereby municipalities prepare their five year Strategic Development Plans, which coincide with the term of Council. These Strategic Development Plans are reviewed annually in consultation with the communities and stakeholders. The plans seek to promote integration by balancing social, economic and ecological pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordination actions across sectors and spheres of government.

1.2 OVERVIEW OF THE UMUZIWABANTU MUNICIPAL AREA

The Umuziwabantu Municipality is a local municipality located in southern KwaZulu-Natal. It is one of six local municipalities located within the UGU District. The other five local municipalities within UGU are:

- Umzumbe Municipality
- Hibiscus Coast Municipality
- Ezinqoleni Municipality
- Vulamehlo Municipality and
- Umdoni Municipality

The municipality borders on the boundary of the Eastern Cape Province with neighbouring municipalities who are:

- Ezinqoleni (Ugu District, KZN)
- Greater Kokstad and Umzimkhulu (Sisonke District, KZN)
- Mbizana (Alfred Nzo District, Eastern Cape)

The name Umuziwabantu is an isiZulu name meaning “the people's home, or a home with wide open doors where everyone is welcome”. This name is apparently derived from the fact that the local Nkosi used to meet to discuss matters concerning their tribes and this strengthened the relationship between these groups. This advocated a situation where problems emanating from differences would be solved amicably through negotiations (Urban Econ, 2008).

Table-1: Umuziwabantu Overview

PHYSICAL	**Total Area:**	**1089.47km²**		
	Altitude Range	169m to 2 266m above sea level		
POPULATION*	Total Population:	98 157	Population Density:	90 people/km²
	Urban/Rural Split	13.8% urban/ Rural: 86.2%		
	Languages			
	isiZulu	88.1%	IsiXhosa	4.9%
	English	2.9%	Afrikaans	6.0%
	IsiNdebele	1.3%	Other	2.0%
ECONOMIC	GGP	R1166M	Unemployment	33%
ADMIN-ISTRATION	Municipal Code	KZ214		
	No. Wards	10 wards		
	Traditional Councils	6		

*projected from Census 2011 data

Umuziwabantu Local Municipality provides an attractive reference point and essential socio- economic amenities and facilities to its inhabitants. Whilst striving to improve service delivery to its people at large, there still exists a largely divided society with spatial distortions characteristics of the past. Challenges facing the Municipality are amongst others, the lack of rural development, housing shortage, aging infrastructure, and high unemployment rate as well as health issues. Great efforts are being made through the reduction backlogs by prioritising basic needs to improve the quality of life of the citizens.

The municipality has put in place a performance management system to record progress and report quarterly to council for performance assessments. The drafting of this Integrated Development Plan (IDP) is undertaken internally, using a framework provided by the Department of Cooperative Governance and Traditional Affairs (COGTA).

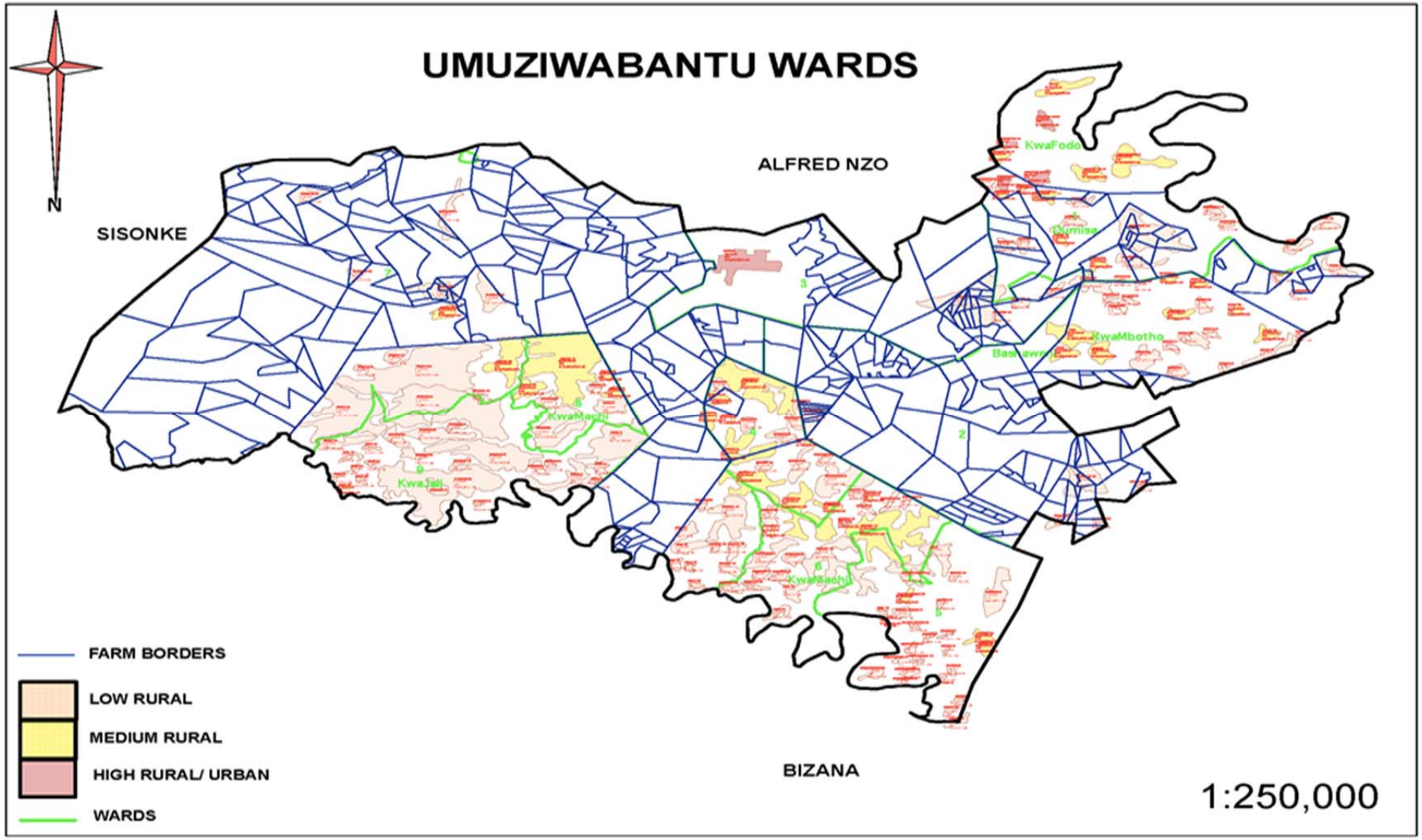
The extent of the Umuziwabantu Municipal area is **1089.47km²**. This area is constituted as follows: Farmlands, Urban, Tribal, and Forestry.

Umuziwabantu Municipality consists of 10 wards with six tribal authorities which are listed below:

Ward 1:	Nhlangwini, KwaFodo, KwaMbotho, Thokozani and Madumisa Tribal Authority and farmlands.
Ward 2:	KwaMbotho, Bashaweni, Xambu and farmlands.
Ward 3.	Harding and Farmland.
Ward 4.	Part of Izibonda Tribal Authority (Kwa-Machi).
Ward 5.	Part of Izibonda Tribal Authority (Kwa-Machi).
Ward 6.	Part of Izibonda Tribal Authority (Kwa-Machi)
Ward 7.	Part of Inhlangano and Izibonda Tribal Authority, Weza State Forest and Farmlands.
Ward 8.	Part of Izibonda Tribal Authority (Kwa-Machi)
Ward 9.	Part of Inhlangano and Izibonda Tribal Authority
Ward 10	Part of Izibonda Tribal Authority (Kwa-Machi).

The spine road (N2) connects Umuziwabantu Municipality with Ezinqoleni and Port Shepstone on the east and the Eastern Cape on the south east. Connected to the N2 is the R56 road which passes through Umzimkhulu; Ixopo and ultimately Pietermaritzburg.
The Umuziwabantu Municipal area is constituted as follows:

- Harding, which is roughly 2% of the area.
- Farmlands, which constitutes about 36% of the area.
- Forestation, which is about 20% of the area.
- Tribal areas, which constitute about 40% of the area.


UMUZIWABANTU WARDS
N
SISONKE
ALFRED NZO
BIZANA
KwaFodo
Dumisa
KwaMbotho
KwaMashu
KwaJali
KwaSathu
FARM BORDERS
LOW RURAL
MEDIUM RURAL
HIGH RURAL/ URBAN
WARDS
1:250,000

1.3 UMUZIWABANTU MUNICIPAL VISION AND MISSION STATEMENT.

UMUZIWABANTU MUNICIPAL VISION

To be a preferred investment destination with superior, sustainable and people centred service delivery.

UMUZIWABANTU MISSION STATEMENT

To create an environment that boosts investor confidence by providing strong decisive leadership, thereby creating jobs and improving the quality of life.

1.4 DEVELOPMENT OF THE IDP

The IDP was developed in accordance with the legislative requirements of the Municipal Systems Act 32 of 2000. A municipal strategic planning session was conducted in February 2014 and Public comments were received through the IDP and Budget road shows which were held from the 27th of March 2014 to the 23rd of April 2014. The IDP was also developed having considered the comments given by the MEC, which were previously raised in the 2013/2014 IDP review.

The IDP as a strategic plan for the municipal area provides us with the opportunity to dissect our shared analysis and planning between the range of stakeholders such as the community, political leadership, administrative leadership, parastatals, organized business and organized interest groups (i.e. Community-Based Organizations (CBOs) and Non-governmental Organizations (NGOs) in order to craft a strategy and set the tone for a meaningful development agenda and participatory governance.

1.4.1 PREPARATION PHASE

The Integrated Development Plan review consists of five phases which are;

- **Situational Analysis**

This first phase deals with the existing situation in the municipality and is focused on understanding the types of problems or challenges facing the communities in each ward. It also determines the de facto situation of municipalities, their priority issues as well as an indication on what the plans should be focusing on.

- **Strategies**

The second phase is whereby the Municipality formulates solutions to address the problems or challenges once they understand the problem. The strategy phase also

includes the formulation of the vision that would reflect an ambitious, credible, inspiring and achievable statement about the future of the municipality. Strategies are where the development objectives, strategies and vision based on key issues are formulated.

- **Projects**

The third phase is derived from the strategies; objectives and vision based on key issues are formulated. This phase constitutes the design and specification of projects for implementation.

- **Integration**

This phase ensures that all sector plans from within and outside the municipality are aligned and integrated. In this phase the sub programme proposals, which were presented in the preceding phase have to be harmonized in terms of the contents, location and timing in order to achieve consolidated programmes for the municipality.

- **Approval**

The IDP is then submitted to the Municipal Council upon completion, for consideration and approval. The approval is the public comments and approval of the plan.

1.4.2 STAKEHOLDERS INVOLVED IN THE IDP PROCESS

Stakeholder	Involvement
Municipality	The IDP guided the development plans of the municipality through integration of municipal plans and those of sector departments.
Councillors	The IDP gives councillors an opportunity to make decisions based on the needs and aspirations of their constituencies.
Communities and other stakeholders	The IDP is based on community needs and priorities. Communities have the chance to participate in the preparation and implementation of the development plan.
National and Provincial Sector Departments	Many government services are delivered by Provincial and national Government departments at local level. Municipalities must take into account the programmes and policies of these departments. The departments should participate in the IDP process so that they can be guided as to how to use their resources to address local needs.

1.4.3 LEGESLATIVE BACKGROUND TO THE IDP

- **Constitution of the Republic of South Africa Act 108 of 1996.**

The Constitution of the Republic of Southern Africa sets the objectives of local government as:

- To provide a democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote socio and economic development.
- To promote a safe and healthy environment.
- To encourage the involvement of communities.

- **Local government: Municipal Systems Act 32 of 2000.**

In terms of the Municipal Systems Act, all municipalities in South Africa must prepare Integrated Development Plans (IDP) for their area of jurisdiction. This act defines the IDP as “”a single inclusive and strategic plan for the development of the municipality which”:

- Links, integrates and co-ordinates a municipality’s sector specific plans.
- Aligns the resources and capacity of the municipality to the overall Development objectives of the municipality.
- Forms the policy framework on which annual budgets rest and is compatible with the national and provincial development plans.

- **Municipal Finance Management Act 56 of 2003.**

This Act makes provision for alignment between the IDP and the municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and the Budget are aligned.

- **Local Government: Municipal Planning and Performance Management Regulations (2001).**

These regulations make provision for the inclusion in the IDP of the following:

- Institutional framework for the implementation of the IDP.

- Investment and development initiatives in the municipality.
- Key performance indicators and other important statistical information.
- A financial plan and
- A spatial development framework.

- **Disaster Management Act 57 of 2002.**

The Disaster Management Act (Act 57 of 2002) in which the main features of disaster management are described as preventing or reducing of disasters, mitigation, preparedness, response, recovery and rehabilitation.

The Disaster Management Act provides for the declaration of disasters through National, Provincial and Local government. In the case where Provincial and Local authorities have determined that a disastrous drought occurred or threatens to occur, the disaster management centre of both the province and local municipality must immediately –

- Initiate efforts to assess the magnitude and severity or potential magnitude of the disaster.
- Inform the National Centres of the disaster and its initial assessment of the magnitude and severity or potential of the disaster.
- Alert disaster management role-players in the province that may be of assistance in the circumstances.
- Initiate the implementation of any contingency plans and emergency procedures that may be applicable in the circumstances.

1.5 CHALLENGES FACING UMUZIWABANTU MUNICIPALITY

Back logs and slow development in terms of housing due to unfavourable weather conditions are some of the key challenges faced by the Municipality. The need to speed up service delivery more especially in the rural areas where it is very slow due to a number of factors is very high.

The high unemployment rate is also a challenge.

There is a high influx of job seekers in the municipality from neighbouring Municipalities and Province (Eastern Cape).

Natural disasters occur frequently and this is a huge setback to the Municipality as large sums of money have to be used in repairing both the infrastructure and homes.

HIV and AIDS is another challenge within the Municipal area. The department of health has seen an increase in the number defaulters of the TB and HIV drugs.

The use of vans as means of transport is still common within the municipality. There is currently one taxi rank which has become too congested to accommodate all vehicles.

The 2007 UGU LED strategy indicated that only 6 176 formal employment opportunities existed at Umuziwabantu. This showed a decline in the number of people who were employed if compared with 2001 statistics, which threatened to put pressure on the government grants and the few that were employed.One of the biggest contributors to this decline has been the poor performance of Hans-Marensky group, one of the biggest timber processing firms in the country employing thousands in the Umuziwabantu area. In the last few years this firm laid off hundreds of its workforce. Statistics showed that the sector that employs the biggest number of people is forestry at 20.8, followed by government at 19.5. The Living Standards Assessment indicated that 60% of the total numbers of the employed are unskilled labourers. This can be attributed to the low level of skills and a shortage of entrepreneurial skills to create more jobs. This also means that most of the raw material processed leaves the area unprocessed, if that was not the case the market would have had more skilled labour force.

Household income is one of the most important determinants of poverty levels in the municipal area. The ability to meet basic needs is largely determined by the level of income earned by the households. Poverty is often defined as the lack of resources to meet the basic needs.

Not all communities within the municipality have access to water and sanitation.

1.6 ADDRESSING THE KEY CHALLENGES

South Africa is a signatory of the Millennium Development Goals (MDG), and our Municipality's initiative is aimed at attaining all the nine outcomes stipulated especially outcome number nine.

The Municipality together with Sector Departments have programmes in place to address the challenges. In terms of unemployment, the Local Economic Development aims at establishing economic growth and development in all economic sectors and to promote social development and community empowerment. It also focuses on the strengthening of the nodes in the Municipality while ensuring the equitable development of the rural areas through land reform, housing and service delivery

There are also means aimed at stimulating new economic development potential in the hinterland areas and also the integration of urban and rural situations and emphasizes the improvement of areas previously disadvantaged in relation to developmental interventions and services while at the same time being directed to increasing economic growth. There are improvements of linkages from the existing inland activity areas to the major activity corridor along the coast, potentially introducing a series of linkages. There are also funds set aside for natural disaster purposes.

1.7 PERFORMANCE MEASUREMENT

The Municipality has in place a performance management framework which guides the organizations Performance management systems. On a quarterly basis the municipality conducts performance reviews, to review progress made in terms of achieving set targets and to dissect challenges faced which prevent the achievement of set targets and to come up with mechanisms to work through such challenges.

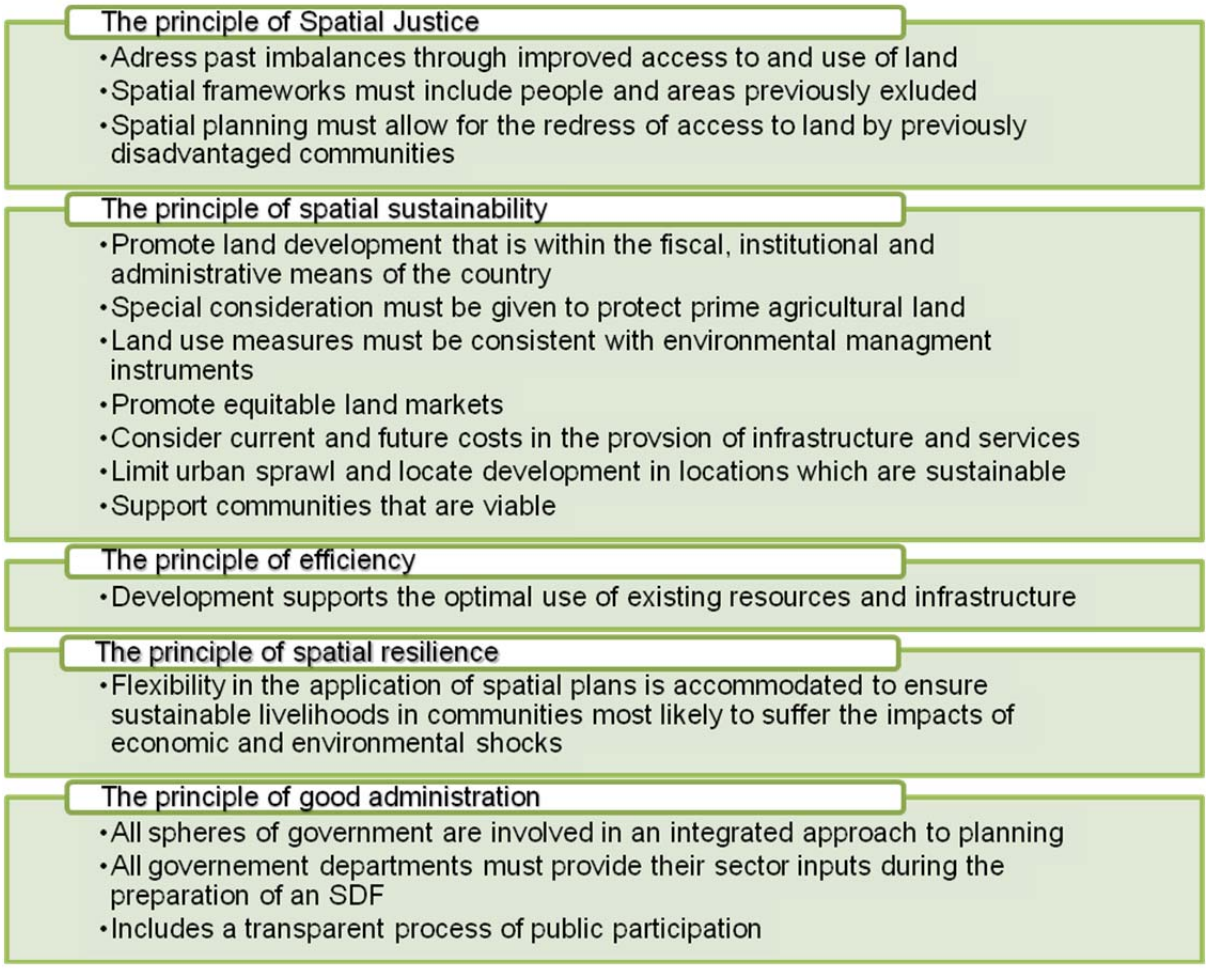
Performance Management is coordinated in the office of the Municipal Manager under the Strategic Planning unit. Once Quarter reports have been reviewed by the Executive Committee, the reports are then submitted to the internal audit unit for audit purposes.

CHAPTER TWO

PLANNING AND DEVELOPMENTAL PRINCIPLES, GOVERNMENT POLICIES AND IMPERATIVES

2.1 THE SPLUMA PRINCIPLES

General principles for development were initially established through the DFA. These stipulated that policies, laws and practise should provide for urban and rural development, facilitate development, discourage illegal occupation of land, and promote efficient and integrated development. These principles include matters related to sustainable land development, optimal resource usage, the prevention of urban sprawl, the densification of urban areas and the promotion of a land use diversity. Furthermore, SPLUMA more specifically establishes a set of core principles that apply to spatial planning, land development and land use management. The core principles supported by sub-principles relevant to the preparation of an SDF are outlined in the figure below:



2.2 BREAKING NEW GROUND – HUMAN SETTLEMENTS

Governments "Breaking New Ground" policy, involving a Comprehensive Plan for the Development of Sustainable Human Settlements (August 2004) provides the basis for a shift in focus away from housing delivery as the provision of basic shelter, towards the role of housing in promoting the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. The following are fundamental tenets and underlying principles of this new approach:

- Progressive informal settlement eradication.
- Promoting densification and integration in urban centres.
- Enhancing spatial planning in both urban and rural contexts.
- Enhancing the quality and location of new housing projects.
- Supporting urban renewal programmes.
- Developing social and economic infrastructure.

2.3 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME Principles

This Comprehensive Rural Development Programme (CRDP) seeks to create vibrant, equitable and sustainable rural communities through a three-pronged strategy based on:

- A co-ordinated and integrated broad-based agrarian transformation.
- Strategically increasing rural development.
- An improved land reform programme.

2.4 MILLENIUM DEVELOPMENT GOALS

- Reduction of extreme poverty and Hunger
- Achieve Universal Primary Education
- Promote Women empowerment and gender equality
- Child Mortality Rate Reduction
- Improve maternal health
- Combat spread of diseases (HIV/AIDS and Malaria)
- Ensure environmental sustainability
- Global partnerships for development.

The eight Millennium development goals form a blue print agreed to by all the world's countries and all the world's leading development institutions. They have galvanized unprecedented efforts to meet the needs of the worlds poorest.

The United Nations is working with Governments, civil society and other partners to build on the momentum generated by the Millennium Development Goals and carry on with an ambitious post 2015 development agenda.

Applicability to Umuziwabantu Municipality:

South Africa is an integral part of the United Nations and our Government's priorities have been integrated with the Millennium Development Goals. The MDG's have been aligned into the Umuziwabantu IDP through strategies and using an integrated approach with sector departments and programs.

2.5 THE NATIONAL DEVELOPMENT PLAN

The National Development Plan is a 2030 Government vision which aims to eliminate poverty, reduce inequality, changing the lives of young South African people and to work towards ensuring that all citizens have capability to grasp broadening opportunities available.

The National Development Plan focuses on the following Key priorities:

- Job creation
- Expanding Infrastructure
- Provision of quality health care
- Transformation of rural and Urban spaces
- Improving education and training
- Building a capable state
- Fighting corruption and enhancing accountability
- Transforming society and uniting the Nation.

Application to Umuziwabantu Municipality:

Umuziwabantu has aligned municipal programs and projects to the National Development Plan. As a local government sphere, the Umuziwabantu Municipality has recognized the importance of having to align the National Development Plan priorities into our own objectives using the National Key Performance Areas.

2.6 UGU GROWTH DEVELOPMENT STRATEGY

The UGU GDS commits all stakeholders to achieving a shared vision that by 2030 the UGU District will be a leading tourism destination, manufacturing and agricultural hub where jobs are created and all citizens' benefit equally from socio-economic opportunities and services.

It has six economic drivers which are:

1) Strategic Infrastructure investment

2) Education and skills development
3) Institutional development
4) Strategic sector engagements
5) Environmental sustainability
6) Safety nets and civic empowerment.

Application to Umuziwabantu Municipality:

As part of the UGU District family of Municipalities, Umuziwabantu has committed itself in being part of the shared vision envisaged by the UGU GDS. Safety net programs such as the community work program are currently implemented in the municipality and programs and projects are in place to address the above economic drivers.

2.7 THE KZN PROVINCIAL GROWTH DEVELOPMENT STRATEGY

The provincial, national and global policy framework, namely the six (6) Provincial Priorities, the twelve (12) National Outcomes, the New Growth Path, the National Planning Commission's Diagnostic Report (NPC) and the Millennium Development Goals (MDGs) provides the backdrop to the 2011 KZN PGDS. These policies collectively together with the Situational Overview Report and the Strategic Analysis provide the foundation for the 2011 KZN PGDS and sets the scene for the Province to build on these key priorities in developing its own growth and development trajectory.

KZN PGDS PRINCIPLES ARE:

- Grow the economy to achieve shared growth
- Harness the Province's assets and endowments,
- Develop the Province's greatest asset, its human capital,
- Harmonise environmental integrity and human and social development with economic development.
- Government must be developmental, competent, caring and facilitating,
- Private Sector must grow a shared economy to provide employment,

- Organised Labour must protect workers from exploitation while promoting labour.

Table 2.1: KZN PGDS STRATEGY

Table 2.2: KZN PGDS STRATEGY

2.8 NATIONAL KEY PERFORMANCE AREAS

- Municipal Transformation and Institutional Development.
- Local Economic Development
- Basic Service Delivery and Infrastructure Investment
- Financial Viability and Financial Management
- Good Governance and Community Participation
- Cross Cutting Interventions (Spatial and Environmental Development Framework)

2.9 MUNICIPAL COMMITMENT TO OUTCOME9

For municipality to achieve it vision it must conduct it business in a manner that is:

“Responsive, accountable, effective and efficient local government system”, this approach links outcome 9 with the identified seven outputs.

Output 1: Implement a differentiated approach to municipal financing, planning and

Support

Output 2: Improving Access to Basic Services.

Output 3: Implementation of the Community Work Programme

Output 4: Actions supportive of the human settlement outcomes

Output 5: Deepen democracy through a refined Ward Committee model

Output 6: Administrative and financial capability

Output 7: Single Window of Coordination.

2.10 KEY PERFORMANCE INDICATORS

Section 43 of the Systems Act authorizes the Minister to prescribe general KPIs that every municipality must report on. Regulation 5(1) mentions the following general KPIs:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
- Percentage of households earning less than R1100-00 per month with access to free basic services.
- The percentage of the Municipality's capital budget actually spent on capital projects in terms of the IDP.
- The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan.
- The percentage of a Municipality's budget actually spent on implementing its workplace skills plan.

- Financial viability with respect to debt coverage; outstanding debtors in relation to revenue and cost coverage.

This third generation of IDP's was informed by the six Provincial Key Performance Areas as well as the following national and provincial mandates:

- Cabinet Lekgotla;
- District Lekgotla;
- M & E Frameworks;
- State of the Nation Address;
- State of the Province Address; and
- Outcomes 1 – 12.
- Outcome 8
- International conventions e.g. COP 17-18

CHAPTER THREE

SITUATIONAL ANALYSIS

3.1 SUMMARY OF MEC COMMENTS ON THE 2014/2015 IDP

Here below is a summary of the comments from the MEC on Key Performance Areas for the 2014-2015 IDP:

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DVELOPMENT

The municipality is encouraged to develop, adopt and implement a human resource strategy which will be aligned to the long term development plans of the municipality.

- The municipality must plan for and appoint environmental personnel.
- The municipality is encouraged to reflect its powers and functions and its alignment to the organogram and further reflect on the status of critical posts.
- The municipality is advised to take cognisance of the requirements on the Spatial Planning and Land Use Management Act, Act 16 of 2013 in respect of institutional arrangements and implementing the ICT governance framework and strategy.

LOCAL ECONOMIC DEVELOPMENT

- The municipality is advised to review the LED strategy. As part of the review it is advised to take note of the need to align with National Development Plan and the Provincial Growth Development Plan.
- The municipality needs to capitalize on its location as a gateway to the Eastern Cape and put in place strategies to enhance the competitive advantage.
- Key Economic factors, namely forestry and tourism should be enhanced.
- In terms of social development issues, the municipality is encouraged to include issues of vulnerable groups.
- The municipality is commented for well-presented information on health information and educational facilities.
- It is advised that the municipality includes information on safety and security and social cohesion.

BASIC SERVICE DELIVERY

- For the improvement of the future reviewed IDP, it is recommended that the municipality spatial reference information to show access to the different infrastructure components including private sector development.
- The reviewed IDP is not clear on how the municipality is utilizing energy saving strategies in the supply of energy and housing development.
- The municipality is encouraged to consider the National Building Regulations and indicated such initiatives as part of human settlement developments.

FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

- The overview of this section was not presented well and more effort is required in analyzing this KPA.
- It must be noted with concern that the municipality has not provided revenue enhancement strategies, but yet has indicated its struggle in tracing debtors, and thus having a challenge of debt collecting.

- The municipality is encouraged to have a plan to preserve infrastructure assets as budget for the preservation of assets as well as revisit IDP guidelines in ensuring that all information is well-covered.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION.

- The municipality is commended for participating in the IGR structures.
- The municipality is encouraged to report on the adoption of the Communication Strategy in the next IDP review.
- The municipality is encouraged to include a list of all Council adopted policies in the next IDP review.

CROSS CUTTING INTERVENTIONS.

- The municipality's SDF is developed from a data specifically designed for the District SDF and hence it is focused on district a criterion which is of concern.
- The quality of mapping needs to be improved.
- The SDF refers to Urban Growth Boundaries but this is not mapped and deals with the definition rather than the application of the concepts to the umuziwabantu context.
- It is recommended that the application of the concept of the Urban Growth Boundary be applied to the urban node Harding to provide the rational of how the boundary is arrived at.
- The SDF does not contain scheme guidelines that relate specifically to the local municipality.
- There is no differentiation between Urban and rural typologies.
- There is no indication on how the SDF is aligned with the spatial planning of neighbouring municipalities.
- It is recommended that the applicable elements of the National Infrastructure Development Plan Strategic Integrated Projects are carefully considered in the next SDF review.
- The inclusion of the demographic information is commended, but there is a need to provide more information guided by the Census 2011 population pyramid.

- There is a need to provide clearly identified demographic goals, objectives, strategies, projects and budget allocations.
- The municipality is required to develop policy guidelines on the protection of valuable or high potential agricultural land and agricultural priority in compliance with SPLUMA and Department of Agriculture and Rural Development (DARD).
- It is noted with concern that the situational analysis is lacking in the identification and prioritization of high value agricultural land which was shown in the SEA analysis report.
- The situational analysis must identify all high value agricultural land, threats to production and priority areas taking cognisance of the KZN DARD land categories dataset and draft policy guidelines of 2013, soil and vegetation surveys need to be conducted in strategic areas where more detail is required for specific delivery programmes.
- There is no agricultural sector plan containing an analysis of potential value-adding opportunities, goals, optimization strategies, improved production systems and interventions for prioritised areas which will unleash agricultural potential.
- It is recommended that an agricultural sector plan be developed in order to address these concerns.
- It is noted with concern that there is no cognisance is taken of current agricultural development projects that deliver on agricultural development policies such as mechanization, SMME development, food security, land-care and agricultural infrastructure projects.
- The areas identified for agricultural protection must be identified.
- In terms of section 26(q) of the Municipal Systems Act No.32 of 2000 and section 43 of the disaster management act No.57 of 2002, the municipal IDP and SDF must reflect applicable Disaster Management Plans with reference to risk profiling, risk reduction, institutional capacity and response to disaster incidents.
- It is noted that there is no attachment of the Housing Sector Plan.
- It is recommended that a Housing Sector Plan should be prepared in accordance to housing sector planning guidelines and then be included in the SDF.
- The municipality is reminded that in terms of the Spatial Planning and Land Use Management Act 16 of 2014, it is anticipated that your municipality will be

required to formulate and adopt a municipal wide Scheme informed by the scheme guidelines stemming from the SDF and IDP by August 2019.

3.2 SPATIAL, ENVIRONMENTAL AND DISASTER ANALYSIS

3.2.1 SPATIAL ANALYSIS

- **AIMS OF THE UMUZIWABANTU SPATIAL DEVELOPMENT FRAMEWORK**

Amongst others the aims of this SDF are:

- To promote sustainable functional and integrated settlement patterns
- To maximise resources efficiency;
- To enhance regional identity and unique character of place.
- To ensure conformance with the neighbouring local, district's and provincial spatial development frameworks.

- **THE LINK BETWEEN SPATIAL PLANNING AND LAND USE MANAGEMENT**

It is important to note that the IDP's Spatial Development Framework is intended to form the basis for the Land Use Management System for the municipal area, Land Use Management System referring in this instance to i) the control of development and ii) the facilitation of development. These two aspects place different requirements on the Spatial Development Framework-on the one hand it must be detailed enough to guide the implementation of land use rights (by means of Planning Schemes), while on the other hand it must identify measures to stimulate development.

- **UMUZIWABANTU SPATIAL DEVELOPMENT FRAMEWORK**

- The Development Informant Maps

The development informant maps are a series of maps, which indicates the spatial trends and diverse issues of the municipality. The following list of maps has been prepared to form the base for this SDF review.

Map 1: Landscapes – Topography in relation to Indigenous Forests, Rivers and Roads

Map 2: Significant Landscapes and Biodiversity

Map 3: Agricultural Potential

Map 4: Land Cover

Map 5: Social Infrastructure

Map 6: Land Use Management Enabling Framework

Map 7: Umuziwabantu SDF 2001

Based on this set of maps, the following key broad spatial trends and issues have been identified.

- **Movement Corridors**

The Movement Corridors linking the primary nodes, secondary nodes, and rural service nodes were proposed as follows:

- Primary Corridor:
- Secondary Corridor:
- Tertiary Corridors:

a) Primary Corridors

The primary movement corridor at Umuziwabantu is the N2 which connects this municipality with Port Shepstone to the east and Kokstad to the west which are the economic hubs in the region.

b) Secondary Corridors

P59 is a secondary corridor and also provides linkages to Bizana town. P417 is also a secondary corridor connecting Harding to Umzimkhulu Municipality where the community of Gugwini enjoys a short cut to Harding. P61 which is a loop road from the N2 linking Kwezi and Weza are secondary corridors and mainly serve as public transport routes and economic routes for timber. P238 linking with the Harding/

Bizana road (P59) from Kwezi is also a secondary corridor identified. These routes are important linkages with the surrounding municipalities and regular maintenance of these roads and widening is essential as they are used as public transport corridors.

c) Tertiary Corridors

D250 (to KwaFodo Road), D165 (KwaMbotho Road), P 327 (Sea view Road), P 58 (KwaMachi Road) are tertiary corridors that provide vital linkages to service satellites in the municipality and ensure connectivity with service delivery at Rural Service Nodes identified.

- **Nodes**

The Settlement Hierarchy proposed for the municipal area is as follows:

- Primary Node - Administrative and Economic Centre
- Secondary Nodes – Distribution Point
- Rural Service Nodes - Delivery of Supplementary Services:

(a) Primary Node

The primary node for Umuziwabantu is Harding since it is the main centre for government offices, trade, manufacturing and employment opportunities. Therefore, it is paramount that Harding be supported and strengthened to ensure its sustainability over the long term, thereby protecting the investment that supports the whole municipal area. Different kind of land uses encompassing various kinds of trade, social services, transportation and residential infill should be encouraged at this node. **(Source: Umuziwabantu Enabling Land Management Framework, 2005)**

The accessibility of the Harding area must be maximized not only for the land reform beneficiaries but for all the municipality's inhabitants since Harding is the main point for both first order and second order goods within the municipality. Therefore there is an need for a Master Plan to be developed for the HardingTown.

a) Secondary Node

The secondary node is at KwaMbonwa within the greater Ikwezi area, this area is where rapid densification is taking place. The secondary node is also located at the junction of P61, the secondary transportation corridor from Weza to the N2 and Harding and the P238 linking with the Harding/ Bizana road (P59).

b) Rural Service Node

The location of these nodes is usually the most accessible location within an acceptable walking distance of a particular community. These were identified in Salem, Weza, Hlangano, KwaFodo, Bashaweni and KwaMachi.

- **LAND USE AND ENVIRONMENTAL MANGEMENT**

a) Areas of Conservation Significance / Adventure and Eco Tourism

Areas of Conservation Significance consist of both private and communal land which have important water and nature conservation values, but do not enjoy formal legal protection. These areas contain natural communities of high nature-conservation value, and also important grazing resources which occupy virtually the entire zone.

The intrinsic bio-diversity value of eco-systems and natural habitats on agricultural farmlands provide the basis for eco-tourism diversification and sustainable farming practices, thus activities need to be carefully planned in order to integrate with the environmental attributes and minimize any negative impacts

This area provides an opportunity for:

- Recreation,
- Conservation of biodiversity
- A tourism attraction node (at Ingeli forests with the trails as the attraction).

b) Commercial Agriculture and Eco Tourism

Well managed agriculture occurs almost throughout the municipality. Future development of the municipality should seek to preserve the agricultural land in the

area, develop its specific potentials and provide for diversification e.g. tourism. In the course of diversifying to tourism conservation efforts should be applied utilising protection mechanisms such as bio-sphere reserves. Diversification in terms of agricultural production needs to be explored as the area has potential for wheat, Honeybee production and sugarcane.

The major potential within the municipality is timber which covers approximately 34000ha in plantations and this need to be preserved in the form of proper environmental management and disaster management (fire fighting units).

c) Substance Agriculture and Eco Tourism

This type of farming is a characteristic of the traditional areas. Much of the tribal areas are not cultivated mainly for economic reasons such as deep poverty. The small subsistence cultivated plots that are cultivated are often established in unsuitable areas, the slope is either too steep, the soils are highly eroded or vulnerable seeps or wetlands are planted up. Subsistence farming within these areas includes livestock rising, Dry land cropping and homestead gardening. Inland, the density of housing is reduced and grazing land is more available for livestock. While livestock keeping is not primarily for commercial purposes, livestock do not play a major role in rural communities.

There is a need to extend or develop lease agreements with small farmers on state owned land so they can be productive in order to fight poverty (e.g. Gundrift area).Cooperatives need to formulated to achieve this and proper training and mentoring need to be undertaken to ensure sustainability of this initiative.

d) Land Reform

Umuziwabantu has 4 prioritised restitution claims that are lodged with the land claims commission m5 PLRO projects have been transferred. There are no labour tenants' applications.

Restitution Claims

Umuziwabantu	
Area Name	**Property Description**
Machi Community	Gundrift, Umtamvuna Drift, Wartle
Bombo Community	Ravenhill, Brookside, Hawarden
Mbotho Community	Keitdale and Moville Farms
Kwa-Fodo	Bedford Farm

e) Housing

The following housing projects predominantly consist of upgrading or Rural Housing Projects with the exception of Greenfields projects in Harding and Winterton areas.

Project Name	Number of Units	Status
Harding Greenfields project	338	Complete
Winterton Harding: Phase 1	900	Complete
Winterton Harding: Phase 2		Complete
Winterton Harding: Phase 3		In planning phase
IzibondaKwaMachi Rural Housing project: Phase 1	1000	Incomplete
KwaMachi Rural Housing project: Phase 2		In planning phase
Nhlangwini/ KwaFodo Rural Housing project	1000	Incomplete

KwaJali Tribal Authority Area Ward 7 and Portion of 9	890	Incomplete
KwaDumisa Rural Housing Project	1000	Incomplete
KwaMbotho Rural Housing Project	1000	Incomplete
Bashaweni Rural Housing Project	1000	Incomplete

CONCLUSION

The Umuziwabantu Spatial Development Framework (SDF) provides a broad indication of where different types of development should take place within the municipal area. As such it provides general direction to guide decision-making (and thereby contribute towards the creation of integrated and habitable towns and residential areas), a framework for the review of land use management system for the municipal area and a framework for public and private sector investment.

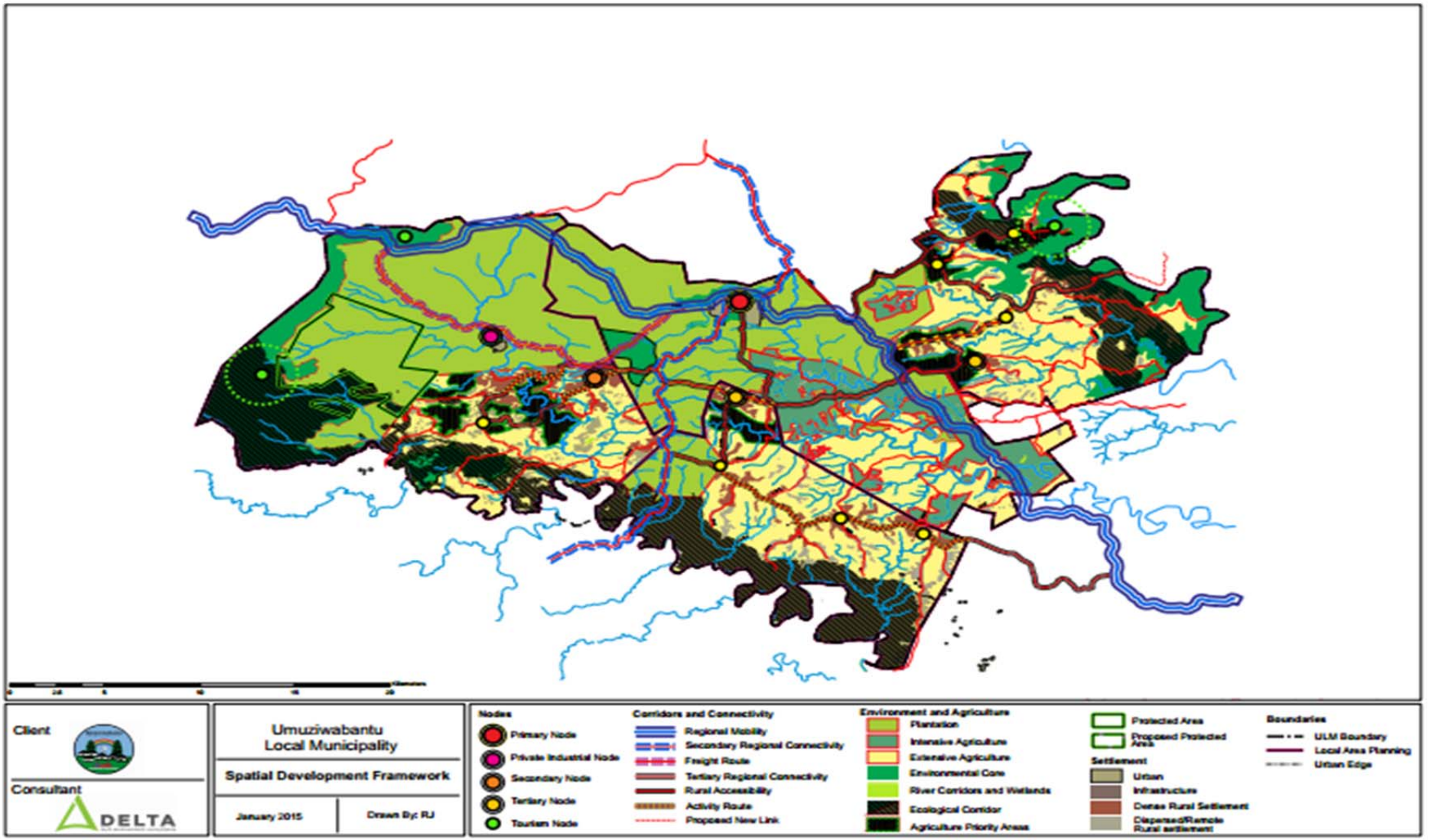
The municipality has in the 2014/2015 appointed a service provider to compile an updated the municipal SDF. A draft SEA has been complete and these documents illustrate amongst others the following::

- Review and identify the desired Spatial Patterns (Long term vision)
- Identification of Spatial intervention areas (Short to medium vision)
- Identification of key strategic intervention areas.
- Layout Plan for all nodes and urban renewal plans for each node.

This will enable the municipality to:

- Create a more efficient urban form by:
  - Densifiying existing urban nodes in appropriate locations
  - strengthening secondary service centres
  - identifying and implementing development corridors
- promote more flexible land use mix
- strengthening secondary service centres
- ensure a more efficient use of infrastructure

- give preference to those land uses that will assist in achieving the Municipality's Vision and particularly the local economic development and environmental objectives
- create an environment conducive to investors and small entrepreneurs
- optimize the inherent tourism and recreation potential of the area


Client
Consultant
DELTA
Umuziwabantu
Local Municipality
Spatial Development Framework
January 2015
Drawn By: RJ
Nodes
Primary Node
Private Industrial Node
Secondary Node
Tertiary Node
Tourism Node
Corridors and Connectivity
Regional Mobility
Secondary Regional Connectivity
Freight Route
Tertiary Regional Connectivity
Rural Accessibility
Activity Route
Proposed New Link
Environment and Agriculture
Plantation
Intensive Agriculture
Extensive Agriculture
Environmental Core
River Corridors and Wetlands
Ecological Corridor
Agriculture Priority Areas
Protected Area
Proposed Protected Area
Settlement
Urban
Infrastructure
Dense Rural Settlement
Dispersed/Remote Rural settlement
Boundaries
ULM Boundary
Local Area Planning
Urban Edge

3.2.2 REGIONAL CONTEXT

The municipality is located inland and on the southern boundary of the KwaZulu-Natal Province and the Eastern Cape Province.

The town of **Harding** is the primary town (and only proclaimed town) within the municipality. Harding is the primary service node serving the Umuziwabantu population. It is also well located in relation to the national and regional road infrastructure, being located on the important east-west N2 link between **Port Shepstone** and **Kokstad**. Harding town is located at 80km west of Port Shepstone and 60km east of Kokstad. Harding lies approximately 56km south of Umzimkulu on the **R56/P417**.

Harding is considered as a **quaternary node** in terms of the PSEDS and is connected to Port Shepstone and Kokstad which are respectively defined as a **secondary node** and a **tertiary node**.

Regionally the municipality is located along important regional coastal-inland linkages and regional **north-south linkages**. The **N2 east-west links** between **Port Shepstone** and **Kokstad** connects the municipality with the broader provincial and inter-provincial spatial economy, north and south of the municipality, including Durban and the Eastern Cape.

The **R56 Provincial Road** is an important inland **north-south** route and connects the municipality with Umzimkulu, Ixopo, Richmond and Pietermaritzburg (Umsindusi). The **R56** is identified as an Agricultural Activity Corridor in terms of the PSEDS outlined above.

Freight

An assessment of freight movements within the region provides some indication of economic activity within the region. The 2013 freight survey data indicates an **8.42%** growth in the annual average percentage truck traffic along Port Shepstone to Harding route on the N2. This same section indicates a daily tonnage per day of 14 671 moved along this road. This indicates reasonable growth in freight movement when compared to a typical high volume route such as the Durban to Pietermaritzburg section of the N3. Likewise, the R56 between Umzimkulu and Richmond has also seen high growth in freight traffic.

Table Error! No text of specified style in document.**-2: 2013 Road Freight (DoT Survey)**

DESCRIPTION	ROUTE	AVERAGE DAILY TRAFFIC	AVERAGE DAILY TRUCK TRAFFIC	ANNUAL AVG. TRUCK GROWTH %	AVG. TONNES PER DAY
Port Shepstone to Harding	N2	14 796	1 386	8.42 %	14 671
Umzimkulu to Richmond	R 56	2 989	504	28.17 %	3 344
Richmond to Ixopo	R 56	4 695	660	1.62 %	5 774
Kokstad to Mount Ayliff	N2	6 259	887	16.00 %	6 607
Pietermaritz-burg to Durban	N3	31 325	6 039	9.39 %	99 023

3.2.3 ENVIRONMENTAL ANALYSIS

The Spatial Development Framework (SDF) is an integral part of a Municipality's IDP (Chapter 5 of the Municipal Systems Act 32, 0f 2000) and should reflect the culmination of the other elements of the IDP, guided by those development informants, strategies and development actions, which have a spatial implication. Based on the development strategies identified in the Umuziwabantu Municipality's IDP, the Spatial Development Framework has taken into account the subsequent critical areas to be developed spatially.

- Agricultural Development in the form of :
    a) Enhancing commercial agriculture and promotion of subsistence farming by providing access to land (State Owned Land lease extension and Land reform) and
    b) Promotion of cooperatives (Training and Mentoring).
- Environmental Management or promotion of sustainable tourism and Agriculture; and
- Nodal Economic Development.

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

One of the key goals identified in the municipal SDF is the Environmental sustainability. The main focuses aligned to this strategic Goal are:

- The management and maintenance of biodiversity throughout the municipality as the primary indicator of environmental health.
- The protection of environmental resources.
- The optimisation of the use of the environmental resources base into support human settlement and enterprise.

3.2.3(A) Umuziwabantu SDF: Environmental Strategic Goals and Objectives

With reference to Goal 1 of the Draft Spatial Development Framework, emphasis has been placed on Environmental Sustainability.

GOAL 1	**Environmental Sustainability**
	The management, protection and enhancement of the municipality's environmental resource base in order to maintain biodiversity, efficient ecological function, and to support healthy human settlements and sustainable economic practices.
	Objectives of the goal
Objective 1.1	**Biodiversity across the municipality is managed, protected and enhanced.**
Objective 1.2	**Water resources and catchments are managed to protect the supply of clean, healthy water for etxraction and to ensure health of river systems.**
Objective 1.3	**Land is utilised more optimally, and where necessary, rehabilitated.**
Objective 1.4	**The municipality and its communities have the expertise and knowledge required to manage and protect the environment in the areas under their direct jurisdiction.**

Proposed Projects

Objective 1.1

- Environmental Network
- Protected Area Network Expansion Programme
- Land Rehabilitation Programme
- Alien vegetation clearing programme

Objective 1.2

- Catchment Management Programme
- Mapping and Restoration of Riparian Zones

Objective 1.3

- Agricultural Land and Grassland Study

Objective 1.4

- Environmental Awareness Programmes

MUNICIPALITIES	AVAILABLE TOOLS & STATUS	TOOLS BEING DEVELOPED	RECOMMENDATIONS

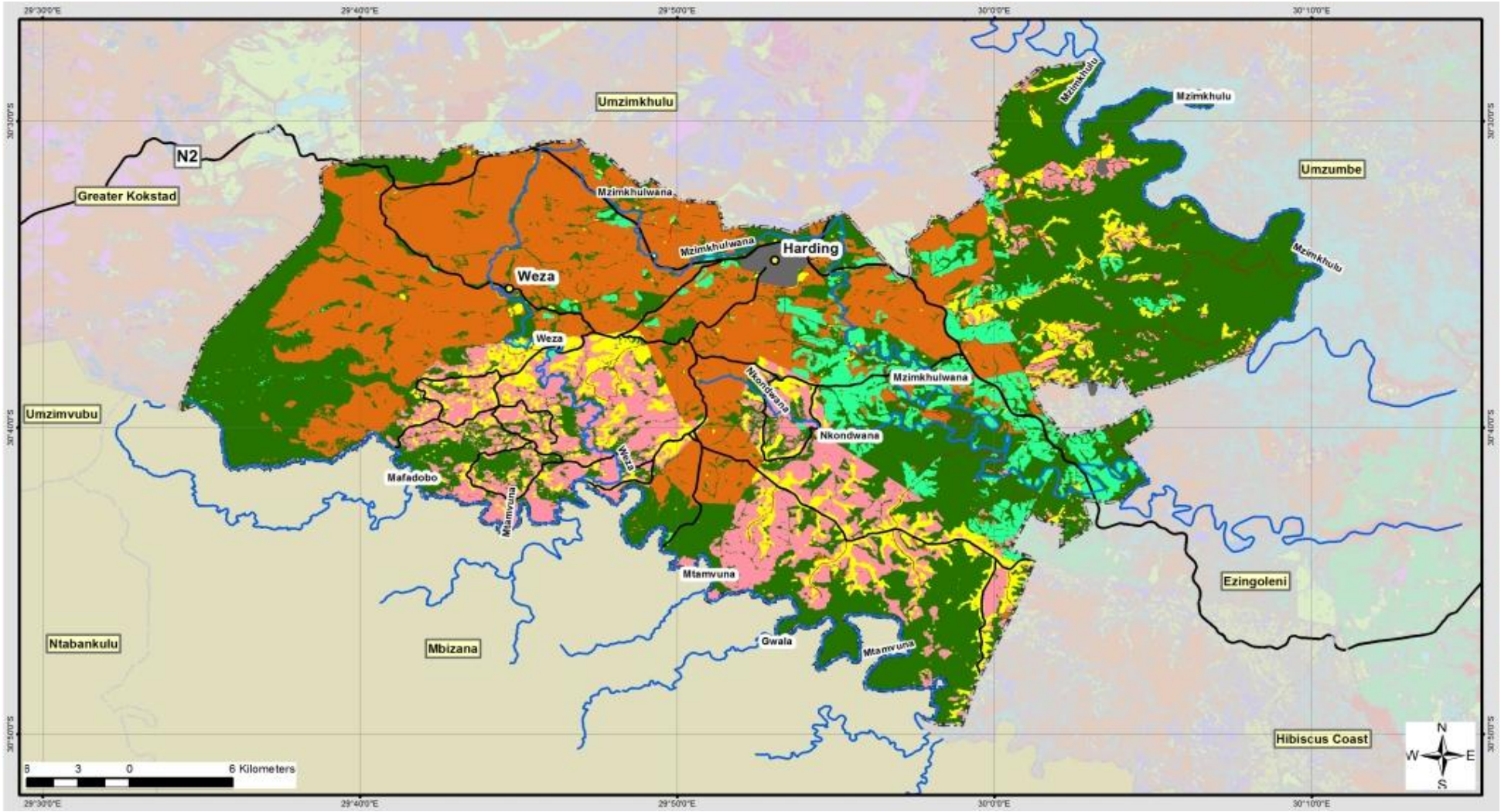
UGU	Integrated Waste Management Plan (IWMP)	The plan was developed in 2010 and has outdated information which needs to be reviewed in terms of the current waste related legislation	Umuziwabantu needs to extract information from the districtwide plan that is relevant to the municipality in order to localise it TO Umuziwabantu and also conduct a review of the plan in order to have updated information before its adoption. After adoption of the IWMP it needs to be implemented within the Umuziwabantu
	Air Quality Management Plan (AQMP)	District level AQMP was completed in 2013 and is currently being implemented.	Umuziwabantu have access to the Districts plan and can be adopted and localised to suit Umuziwabantu.
	Environmental Management Framework (EMF)	The EMF is still in progress	Umuziwabantu can utilise the information on the districts EMF to supplement the information to be captured in the IDP under the environmental chapter
EKZN WILDLIFE	UGU Bio-Regional Plan	The district plan was completed in 2013	The Bio-regional plan maps out all the critical biodiversity areas (CBA) within Umuziwabantu, and this information is important during spatial development planning for the municipality.

3.2.3 (b) Tools to assist the Municipality in Spatial and Environmental Planning

3.2.4 STRATEGIC ENVIRONMENTAL ASSESSMENT

Umuziwabantu Strategic Environment Assessment (SEA). The SEA is a Strategic environmental management tool which guides development of the municipality, informed decision-making and environmental and socio-economic projects. The SEA project is funded by the Department of Agriculture, Environment and Rural Development and the Ugu District Municipality. The objective of such a study (SEA) is to have a 'detailed environmental layer' augmenting the IDP process. the SEA becomes the foundation to integrated sustainable planning; informs the IDP and its spatial development framework (SDF) ; delivers a strategic environmental management plan (SEMP); is able to guide day to day development applications;

The draft SEA Document is attached as an annexure , however the Municipality has had a challenge in completing the project due to the withdrawal of the Service provider, initially appointed to research and draft the document.



Broad Land Use Extracted from Land Cover / Source: SANBI, KZN Provincial Land-Cover_SPOT5, 200 (Umuziwabantu draft SDF)

3.2.5 SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

The Umuziwabantu Municipality appointed CAPA: Collaborative Planning Africa to assist it in undertaking a municipal wide Strategic Environmental Assessment (SEA) process with the relevant stakeholders.

During the development of the Status Quo Report, issues were identified by the team and through the specialist reports generated. In addition a draft SWOT analysis indicating strengths, weakness, opportunities and threats was undertaken at the end of the status quo report in order to inform this issue analysis phase of the SEA. The SWOT analysis is refined in this report through an in-depth review of the status quo information and through the input received from stakeholders during the focus group meetings.

During the focus group and individual stakeholder meetings, the SWOT analysis was refined and further developed as is shown in the table below:

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
STRENGTHS	1. Plantations afford usage of renewable resources. 2. The climate is excellent for both subsistence and commercial agriculture as well as for tourism development. 3. There are valuable ecosystems services supplied to communities through the large tracts of significant landscape and river coverage 4. The extent of the ecosystems services supplied within the Municipal area is an asset which should be acknowledged and	1. The road infrastructure in Harding is being upgraded. 2. As part of the roads upgrade, the Municipality is redesigning and reconstructing the drainage system. 3. Eskom's electrical installation program which includes substantial areas of uMuziwabantu is an advantage for attracting investors and new emerging enterprises. 4. The business chamber is taking an active part in lobbying for improvement to the quality of life, infrastructure upgrading, mentorships, improved communication, and for SMME based development.	1. The location of Harding alongside the N2 is strategically important for the development of a number of sectors including tourism, manufacturing and agriculture. 2. Timber plantations of uMuziwabantu are among the largest of the commercial agricultural enterprises of the province and they constitute the pillars of the agriculture sector of uMuziwabantu. 3. The large scale sawmilling of Hans Merensky supplies timber on an international scale. 4. Both agriculture and manufacturing sectors are the large contributors	1. Harding is a town with some facilities including schools, a library, and a hospital favorable for investors, youth, skills development and environmental education purposes. 2. There are religious organizations across the Municipal area serving to strengthen social cohesion.	1. The Municipality has employed new management and technical staff who are motivated and responsible for infrastructure development 2. The Municipality has established a number of fora addressing the needs of marginalized groups. 3. The enthusiasm of the new IDP Manager and the new Development Planner are assets for the systematic development of a delivery based SEA implementation process. 4. There is a LED office that coordinates LED and tourism activities 5. The "LUMS enabling

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
	protected from depletion. 5. There are large tracts of grasslands suitable for grazing in the western sections of the municipality. 6. The municipality has a rich supply of rare bird and plant species. 7. The Black Stinkwood (Ocotea bullata), Assegai (CurtLila dentate) and Sneezewood, (Ptaeroxylon obllqzwm) trees are all utilized as medicinal plant sources and need to be protected from extinction due to excessive bark stripping. 8. uMuziwabantu is one of the few Municipalities with large and significant grassland coverage particularly in the western area. It importance that this ecological resource be carefully studied, ground proofed and managed.		to the GDP of the economy of the Municipality. 5. Existence of a `business forum in the Municipality is an advantage for boosting business-to-business networking and access to other support. 6. Small scales deposits of limestone at Sundlulube Hill on the west bank of the Mzimkulu River in Location 4866 can be used for economically viable development. 7. Viable Dolerite is to be found 4 km east of Harding and it is being exploited Umbogodo Mining Co. – The quarry would need to be environmentally managed. This could be expanded. 8. Granite-derived river sand suitable for use in concrete is available and extractable in replenish able amounts in the bed of the Mzimkulu River north-east of the area at Mvenyane, near St. Conrad Mission about 7km east of Harding. 9. Weathered granite suitable for road building is located in the bed of the Mzimkulu River		Framework" addresses the entire rural area and provides extensive guidelines systematically analyzed by DAEA and agreed to as a sound an environmental base for Land Use Management in 2005. This approach can now be extended to the outdated Town Planning Scheme

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
	9. The development potential of grasslands is high and places the Municipality at a competitive advantage relative to its neighbors and within the greater KZN area. 10. Within the Red Data range are numerous endangered species of birds and animals which are of concern to Ezemvelo KZN Wildlife and have been mapped for the SEA at a finer grain level.		north-east of the area at Mvenyane. (Would require environmental management of the several borrow pits in the hillsides of the uMzimkhulu river area.) 10. Soils are fertile in the eastern regional of the Municipal area.		
WEAKNESSES	1. Heritage sites are being neglected and not accorded the value they deserve. 2. The lack of waste management and sanitations services is a weakness from an ecological perspective because the land, water and air are being polluted. 3. There is a heavy reliance on natural	**1.** The Municipality still experiences service backlogs. The majority of the population in the Municipality lack access to clean water, electricity, sanitation and other services. This is particularly pertinent to KwaMachi/Isibonda where approximately 30,000 people are without services this restricts investments into the area, constitutes an entry barrier to the market	1. There is no timber based value chain development or beneficiation within the Municipality. 2. Tourism is not yet addressed and developed to its full potential. Many initiatives are not being capitalized on. 3. The area is characterized by high unemployment rates, the majority of the population especially in the rural	1. High levels of crime. This affects the social fabric and erodes trust which is essential for sustainability based initiatives. 2. Drug abuse amongst the youth is of concern within the municipality. 3. There is a high incidence of HIV/AIDS particularly amongst women.	1. Planning is not conducted by registered personnel within the municipality and thus delegated authority for planning approvals is not possible. All applications have to be forwarded to Ugu the Province for approvals. 2. Currently, the old Harding Municipal Area is controlled by an outdated Town Planning Scheme.

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
	resources. 4. There is a lack of environmental management within the area. 5. There are large tracts of degraded grasslands that need rehabilitation largely in the traditional authority areas. 6. Midlands Mist belt Grassland in the western sections of the Municipality are endangered and in need to protection. 7. Thornveld is endangered and in need of protection in the low-lying area. 8. Indigenous forests in the west arte endangered. 9. The full extent of wetlands is not known or mapped 10. There is development pressure to identify and develop an appropriate cemetery site and a landfill site relatively close to the Municipality and to acquire agreement on the location of	for the emerging businesses and leads to ill health and water borne diseases. **2.** Sanitation services are based on septic and conservancy tanks systems with Mazakhele Township using the VIP system. The "big problem with conservancy tanks are sewage overflows" (2010 IDP). Sewage overflows occur in Harding during the rainy seasons. **3.** High transport costs for existing commercial farmers (timber and cane) since road and railways are in poor condition or simply do not exist is another challenge to be addressed. **4.** Apart from the N2, other main roads such as the Harding/Bizana and the uMzimkulu/ Pietermaritzburg are in poor conditions and need to be improved and repaired. **5.** Local roads are in a poor condition but are included in the infrastructure master plan. Approximately 50% of the roads in the town are in an unacceptable condition. **6.** The topography limits	areas are without jobs. This remains an inter-sector concern and affects all spheres of the Municipality. 4. There is lack of people with management and technical skills in uMuziwabantu. This means that people from outside the area are employed to fill these positions. 5. The ICT sector is underdeveloped 6. Lack of financial support, mentorship, advisory services and relevant skills. Limits the ability of emerging farmers to succeed in agriculture and other sectors.	(64% women to 36% men 2009) 4. There is a lack of facilities for the aged in the area.	3. There is no provision in the old scheme for mixed use and densification. 4. There is no clearly defined urban edge and encroachment into agricultural land is occurring 5. There is no provision for strategic land use development. 6. Current SDF is outdated and confused with the 2002 SDF. The current SDF makes no provision for conservation or ecosystems services as does the 2005 LUMS documents. 7. The current Ugu SDF poses a threat to the uMuziwabantu LUMS work of 2005 and also threatens biodiversity with its "river base buffers". Buffering rives located in extremely steep terrain which nobody can get to is pointless and reveals a lack of empirical knowledge of the area and the daily activities of people in the outlying areas and located predominantly along ridge lines and not in steep, treacherous

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
	the sites. 11. The overgrazing is causing pressure on coastal hinterland Bushveld 12. Desirable grass species i.e. Themeda Triandra and Eragrostis Capencis are very limited. 13. Unpalatable, pioneer species such as Ngongoni (Aristida junciformis) and Mshiki (Sporobolus Pyrimidalus) dominate the veld. 14. Poor veld management poses a severe limitation to the potential for development of stock farming. 15. Noise and air pollution records within uMuziwabantu are not kept.	development to high lying flat land east of the forested areas and calls for careful management of the visual impact of development. **7.** Unstable slopes in wet talus material, overlying the bedrock had to be stabilized by a wall held by earth anchors, in the Ingeli indigenous forest, on the N2, about 2km west of the Ingeli Forest Lodge. Similar slope instability associated with seepage continues to affect the R56 road from Umzimkulu to Kokstad, near Rietvlei for about 83 km to the north of the area. **8.** In Harding, soils are clayey and the water table shallow, these problematic founding conditions need to be managed through building appropriate foundations. **9.** The current landfill site is not licensed, fenced or guarded. The site is not well managed and largely follows the trench method of operation. A detailed Waste Characterisation study needs to be performed as part of a Waste Minimization and			ravines.

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
		Recycling study. **10.** Waste based informal scavengers are not formalised and are interfering with the two daily operational activities of the site.			
OPPORTUNITIES	1. The Plantations could form the basis of a carbon sequestration process in keeping with the Koyoto Protocol aimed at reducing carbon emissions 1. Alternative energy sources can be investigated with a possible concentration on bio-fuels. 2. There are opportunities for managed sand and gravel extraction for road development. 3. The area has a number of ecological and cultural heritage tourism opportunities that require establishment of a	1. Vodacom and MTN cover 90% of the municipal area by cell phone signal and Telkom has introduced the microwave signal technology to the area and provides a telephone service to a number of inhabitants this constitutes an opportunity for the ICT development in the area. 2. There are opportunities for marketing natural and indigenous products, to co-ordinate: “clean ups”, music based education processes and recycling economies of scale. 3. The development of infrastructure to manage storm water runoff and waste removal systems will augment and strengthen the potential attraction process. 4. The dispersal of communities poses an opportunity to harness alternative community	1. There are many opportunities for the diversification of the agricultural sector through the development of niche market products such as organic vegetables, hydroponics, aquaculture, medicinal plants, aloes, essential oils, and woodlots and the use of the sawdust from the Hans Merensky Trust for sustainable agricultural development processes. 2. The business forum can also boost “green business” networking in order to augment the LA21 agenda. 3. The municipality is predominantly constituted with young people with 75% of the population under the age of 34 years. This constitutes a pool of	1. Young people are becoming more conscious of environmental management and stewardship and harbor potential leadership skills in this domain. 2. The Hans Merensky Trust uses their land for tourism where possible, for the benefit of surrounding communities. The potential for environmental education in this context needs to be harnessed. 3. Amakhosi are calling for education and training in land use management. 4. The business chamber is calling for communication between and across	1. The SEA affords an opportunity to integrate land use management with environmental planning for sustainability 2. The SEA affords an opportunity to rectify the SDF errors and incorporate it into a reviewed IDP 3. The SEA affords the opportunity to develop and EMP which is legally binding if it is advertised correctly for public comment 4. The SEA affords the opportunity to sensitize councilors to the importance of the environment and ecological education.

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
	strong marketing system for the tourism product development. Opportunities vary in nature and include the Weza Forest, the Oribi Gorge nature reserve, Harding dam, Weza hiking and 4X4 trails, fishing, curio markets, tribal experience and overnight accommodation, and the Somseu monument. The extensive addition to this list of potential cultural and ecological assets has occurred through the SEA specialist study. Many of the sites in the rural areas were supplied with enthusiasm by the aMakhosi who are keen to see sustainable, culture based conservation and eco-tourism product development.	based modes of energy development. 5. Snow falls at least once in most years on the high Ingeli range on the western boundary of the area can be used as a tourist attraction.	future entrepreneurs and that of labour for the investors. 4. The area has a large pool of semi-skilled people available for employment. The development needs to take place to employ these people. This large pool of potential employees can also be mobilized for environmental "clean ups" as has occurred with the assistance of the DAEA education section Ugu Environmental Unit, Ezemvelo Wildlife and the Hunting Association. 5. Timber and variable bee keeping development programmes could be promoted in the uMuziwabantu area with backward and forward linkages to the transport, harvesting and marketing of honey opportunities for community members. The value chain potential for linkages based on ISO 21 processes for sustainable value addition, packaging,	sectors and on environmental management.	

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
	4. Existence of vast tracts of land lying vacant run by tribal authorities can be cultivated on a commercial scale to improve agricultural sector. This will add to the carbon sequestration process through trapping of carbon in the soils. In addition, land use management processes can be introduced so that sustainable agricultural practices are initiated. 5. Ngongoni is the habitat for a range of important medicinal plants in the area		labeling and diversification based on" green business" is vast. 6. Given the manifestation of the HIV/AIDS related deaths, the rate of HIV/AIDS became stable with a tendency of decreasing in the Municipality. 7. Opportunities for programmes based on prevention and support for affected and infected people will assist in enhancing a sustainability based approach to this pandemic.		
THREATS	1. The five major rivers servicing the Municipal area are endangered and vulnerable (**Mtamvuna, Mzimkulu, Mzimkulwana Nkondwana and Weza).**	1. While Eskom is making substantial progress with regards to rural electrification, the dispersed nature of settlements renders provision of electricity economically unviable. 2. The extension of the Toll road along the coast from	1. The level of education in uMuziwabantu local municipality is very low with 30% of people having no school education at all. In certain wards, some official high schools have closed down because of the low	1. High incidence of HIV infection particularly amongst women	1. There is a lack of understanding of environmental management issues within council and hence management is not prioritized.

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
	2. The most transformed rivers are the Nkondwana**, Weza and Mzimkhulwana**. They are in areas where the land is transformed. These rivers are under continual pressure and are more likely to exhibit degraded water quality conditions. **The most transformed and vulnerable rivers are the Nkondwana and the Mzimkhulwana Rivers and their tributaries.** 3. There is some air pollution stemming from the Hans Merensky Saw Mill at Weza which needs to be managed. 4. Climatic conditions in the western regions limit the growing of the grass which results in lack of feed for stock	Port Edward is another negative issue. This project simply will reduce the number of tourists driving through uMuziwabantu on the N2, meaning that people will drive through without stopping and spending time in the area. Providing for signage which is appropriate will result in the reduction in current signage pollution and harness potential tourism based on eco-tourism opportunities based on fauna and flora, rare and endangered species noted in detail in the status quo report.	enrolments. This constitutes a threat to the future generations as well as to investors. This poses a threat to environmental education programs in the affected areas such as Kwa-Chali and Kwambotho. 2. Businesses have not developed competitive advantages. Competitive advantage based on developing a sustainability approach to projects and programs is possible with a sound SEA. 3. There is a concern about the relocation of the Hans Merensky Mill from uMuziwabantu to the Eastern Cape Province. As the Hans Mill is among the pillars of the manufacturing sector of the area, its relocation will deeply impact on the employment and GDP of the Municipality. A sound business growth and retentions strategy will prevent this and harness sustainability of jobs if managed correctly and with		

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	**INFRASTRUCTURAL ENVIRONMENT**	**ECONOMIC**	**SOCIAL**	**INSTITUTIONAL**
	during winter months. (Covering fodder with foliage is a sound carbon sequestration practice that can be harnessed to address this climate based threat) 5. In the eastern bushveld region the stock appears is more heavily infested with ticks than in the Ngongoni veld areas.		speed.		

3.2.6 DISASTER MANAGEMENT

The Municipality has made great strides with regards to improvement in the Disaster management unit. The 2014/2015 Financial year saw the appointment of the Disaster management officer. A situtational analysis on the state of Disaster Management in the municipality identified the following challenges:

- The municipality does not have an adopted Disaster management Plan.
- For many years, there has been no human resource allocated to facilitate and implement DM activities.
- Identified threats identified in the Disaster Management Plan are outdated.
- The municipality does not have a Disaster management centre.
- The municipality has limited human resource.

MUNICIPAL INSTITUIONAL CAPACITY

Organisational placement of the function

The current placement of the Disaster Management Function within the Umuziwabantu organizational structure falls within the Directorate; Community Services.The Umuziwabantu Municipality's Disaster Management Office is situated in Harding Municipal Testing Centre premises.

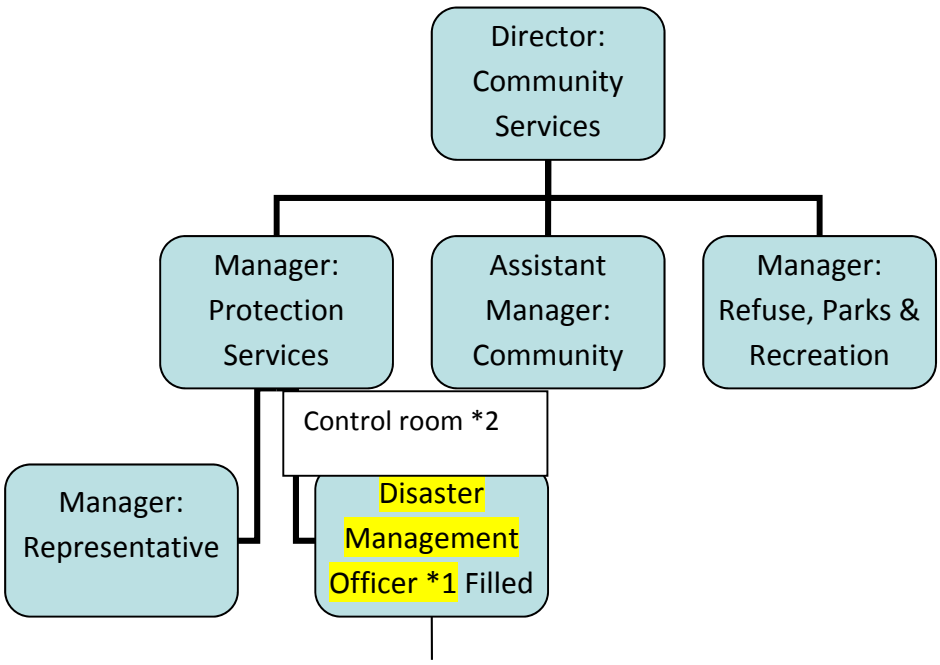


Figure 2: Placement of Disaster Management in the Community Services in the Umuziwabantu Municipality

- **Corporate Disaster Management Structure for the Umuziwabantu Municipality**

While limited facilities are in existence for a Disaster Management Centre, the organizational structure for a Disaster Management Centre to be able to perform disaster management duties as envisaged within the Disaster Management Act and Disaster Management Framework is not yet in existence. The Corporate Disaster Management structure for the Umuziwabantu Municipality must deal with both pro-active and reactive disaster management issues and encompasses more than the department which is responsible for the function.

- **Satellite Disaster Management Centre**

"Umuziwabantu Disaster Management" refers to the department within the municipality assigned with the Disaster Management function.
The Disaster Management function of the Umuziwabantu Municipality should aim to:

- Prevent or reduce the risk of disasters thus mitigating the severity or consequences of disasters;
- Prepare for emergencies;
- Respond rapidly and effectively to emergencies and disasters;
- Implement post-disaster recovery and rehabilitation within the municipality by monitoring, integrating, co-coordinating and directing the disaster risk management activities of all role players.

A fully established and functioning Municipal Disaster Management Centre (facility) is a key element of this plan. This centre would have to have the appropriate levels of capacities in the form of a facility, vehicles, equipment and personnel. **Resources and Capacity**

As indicated above the municipality has no facility (centre), no equipment, no systems, and no vehicles. The Department has however identified a suitable area where the centre will be located and which will also allow for easy access when responding to emergencies with the CBD and surrounding areas.

There is currently only one disaster management officer. Furthermore, there are two vacant control room operators posts available but not budgeted for in the current financial year.

Table: A Umuziwabantu Disaster Management capacity

Disaster Management Framework		Disaster Management Plan (approved by Council		Disaster Management Advisory Forum		Disaster Management Satellite Centre		Head of the Satellite Centre appointed		Placement Of the function	Number of personnel
Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	N/A	N/A
	x		x	x			x		x	Protection Services	One (1)

IDP PROJECTS

IDP Number	Project Name	Resources Required	Funding Required	Funding Agent
3.2.6 (a)	Disaster management satellite centre	NA	Not budgeted	To be sourced
3.2.6 (b)	Disaster risk assessment			
3.2.6 (c)	Education , training & awareness	• Writing material • Venue • transportation	Budgeted and conducted regularly.	Municipality
3.2.6.(d)	Response , recovery & rehabilitation	Skilled Human resource, response vehicles		Local municipality and District municipality
		NA	Not budgeted	NA

3.3 DEMOGRAPHIC CHARACTERISTICS

Demographics and population distribution guide any planning and development process, since the people provide labour and entrepreneurship for production and also consume the output of production. To form a clear picture of socio-economic conditions in the Umuziwabantu municipality, it is vital to analyze the size, spatial distribution, and composition and growth pattern of the population, along with changes in these factors and possible future trends and tendencies.

3.3.1 POPULATION SIZE

AGE	Umuziwabantu	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10
0 - 5	**16850**	1723	1937	1191	1488	1644	1380	1719	1781	2071	1915
6 - 10	**12193**	1277	1370	917	1054	1286	1071	1212	1253	1419	1332
11 - 15	**12691**	1416	1478	904	1086	1395	1058	1203	1279	1436	1435
16 - 20	**11999**	1214	1260	1075	1099	1290	944	1281	1245	1316	1276
21 - 25	**8020**	687	780	1125	670	784	621	985	806	771	790
26 - 30	**6458**	474	578	1038	537	593	455	825	690	652	617
31 - 35	**4717**	408	437	775	385	415	317	630	470	422	457
36 - 40	**4250**	377	424	725	320	377	302	529	391	350	454
41 - 45	**3784**	347	374	588	296	347	287	475	375	302	393
46 - 50	**3662**	336	352	425	290	374	255	531	337	348	414
51 - 55	**2835**	303	325	293	224	289	197	393	256	258	296
56 - 60	**2350**	283	279	178	201	269	184	277	226	169	284
61 - 65	**2204**	269	293	129	189	238	196	208	219	193	269
66 - 70	**1471**	229	172	68	134	145	130	128	147	136	183
71 - 75	**1372**	203	173	44	110	128	114	138	130	170	161
76 - 80	**817**	96	123	39	61	77	67	74	87	96	96
81 - 85	**562**	71	77	20	55	54	45	61	57	51	72
86 - 90	**207**	25	21	6	21	23	14	15	24	34	23
91 - 95	**72**	5	16	1	11	7	4	4	11	7	5
+96	**43**	5	8	2	4	3	8	-	4	3	4
TOTAL	**96557**	**9748**	**10477**	**9543**	**8235**	**9738**	**7649**	**10688**	**9788**	**10204**	**10476**

3.3.2 DERMOGRAPHICS/POPULATION DISTRIBUTION

Demographics and population distribution guide any planning and development process, since the people provide labour and entrepreneurship for production and also consume the output of production. To form a clear picture of socio-economic conditions in the Umuziwabantu Municipality, it is vital to analyze the size, spatial distribution, and composition and growth pattern of the population, along with changes in these factors and possible future trends and tendencies.

The table below represents the population distribution and growth by age and sex.

3.3.3 POPULATION COMPOSITION

Distribution of population by age and sex, Umuziwabantu Local municipality – 1996, 2001 and 2011

Kzn214: Umuziwabantu	1996			2001			2011		
Age Group	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4 years	6 073	5 978	12051	5 928	6 022	11 950	7 159	6 979	14 139
5-9 years	6 413	6 454	12 867	6 999	6 999	13 998	6 456	6 107	12 563
10-14 years	6 351	6 524	12 876	6 797	7 173	13 971	6 367	5 995	12 362
15-19 years	4312	5 262	9 694	5 833	6 586	12 419	6 326	6 267	12 593
20-24 years	2 751	3 955	6 705	2 968	3 961	6 929	4 126	4 506	8 632
25-29 years	1 696	2 868	4 564	2 132	3 467	5 599	3 067	3 816	6 882
30-34years	1 547	2 708	4 255	1 843	2 934	4 777	2 117	2 769	4 885
35-39 years	1 259	2 184	3 443	1 683	2 932	4 615	1 844	2 524	4 368
40-44 years	1 028	1 714	2 742	1 336	2 323	3 660	1 446	2 332	3 779
45-49 years	850	1 465	2 315	1 047	1 799	2 845	1 415	2 369	3 784
50-54 years	696	1 203	1 899	1 000	1 653	2 654	1 134	1 838	2 971
55-59 years	611	1 179	1 791	735	1 263	1 999	970	1 444	2 413
60-64 years	551	1 515	2 066	686	1 517	2 206	931	1 394	2 325
65-69 years	609	1 312	1 921	473	1 289	1 762	496	1 004	1 499
70-74 years	384	581	966	447	1 122	1 569	412	998	1 410
75-79 years	225	384	608	249	435	684	207	709	915

80-84 years	75	193	268	125	300	425	162	489	651
85+	65	162	227	69	197	266	120	262	382
TOTAL	35 616	45 642	**81 258**	40 355	51 973	**92 327**	44 754	51 802	**96 556**

4. **Source of information: Census KZN 2011 Municipal report No. 03-01-53**

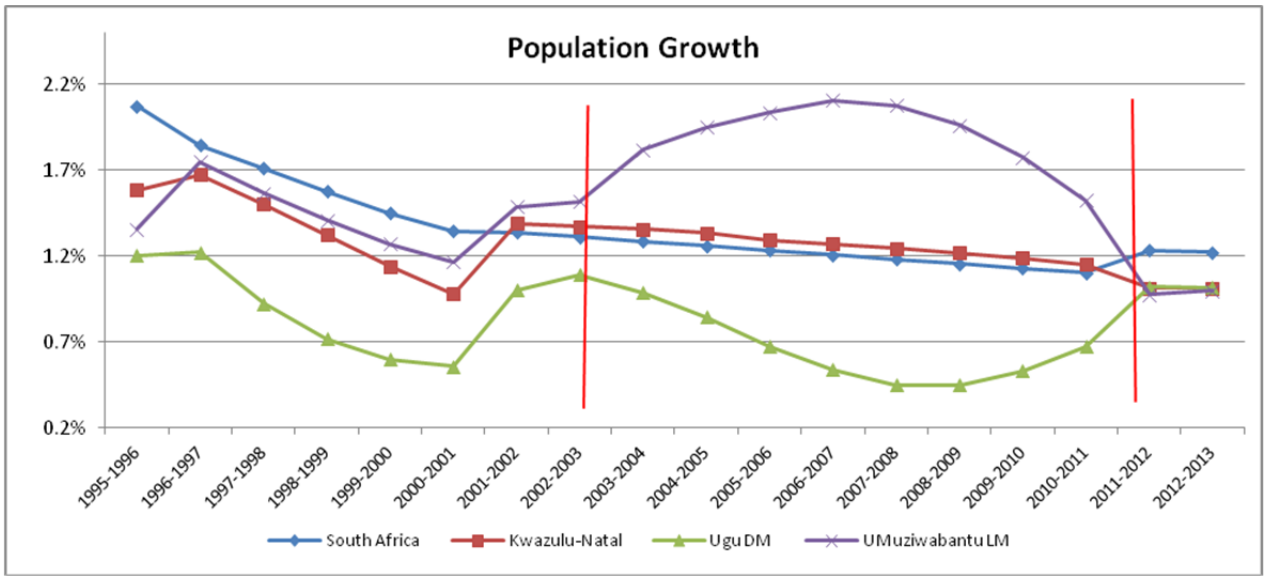
The table above shows that more than 50% of the population in Umuziwabantu is younger than 20 years, while a further 5.6 % is 65 years or older.

This shows high differences in dependency ratio between the non working age and those of working age from the municipality. Females form the majority of the population at 55.2% and the balance of 44, 3% are males.

In terms of the ward population breakdown, ward 7 is the most populated of all ten wards, with 10688 residents. In 2001 the population growth was at 13.1. The 2011 census shows that Umuziwabantu Municipality's population growth is currently at 13.4 percent. This shows a population growth of 0.3 percent as compared to the 2001 census. Below is the population distribution as per the Umuziwabantu demarcation (wards).

The figure below illustrates the population growth between 1995 and 2013, for comparative purposes the National, Provincial, District and Local population growth is provided. Between 1995 and 2003 the same trend was followed on all levels, however, in 2003 a change is observed, with the Umuziwabantu Municipality and Ugu DM following opposite trends.

Figure Error! No text of specified style in document.**-1: Population Growth, 1995 to 2013**



The population growth for Umuziwabantu is expected to stabilise over the next 20 years, however, it is expected to be significantly slower than over the past 25 years. This can be seen in the in-migration being relatively low and the population growth rate decreasing from 1.5% in 1995 to 1.1% in 2013.

According to the UGu DM IDP (2013/2014), migration has not significantly impacted on the population distribution in the District. The areas that did experience a considerable loss are mostly commercial agricultural areas. Interestingly, out-migration from Hibiscus Coast to Umuziwabantu was recorded.

3.3.4 MORTALITY RATE

According to the KwaZulu-Natal Strategic Plan (2010-2014), the life expectancy is lower than on average for South Africa. Although it has slightly increased from 2001-2006 to 2006-2011, it is still a lot lower than on a National Level. This is mainly due to the burden of diseases in the province and the increase in non-communicable diseases.

Table Error! No text of specified style in document.**-3: Life Expectancy, 2001 to 2011**

Year	Male	Female
2001-2006	46.4 years	50.6 years
2006-2011	47.3 years (National 53.5)	51.0 years (National 57.2)

3.3.5 POPULATION GROUPS

Table Error! No text of specified style in document.**-2: Population groups**

POPULATION GROUPS	Total Population	98 157	Population Density:	90 people/km²
	Urban/Rural Split	13.8% urban/ Rural: 86.2%		
	Languages			
	isiZulu	88.1%	IsiXhosa	4.9%
	English	2.9%	Afrikaans	6.0%
	IsiNdebele	1.3%	Other	2.0%

*projected from Census 2011 data

3.3.6 KEY FINDINGS

- Rapid increase of the population within Umuziwabantu Municipality, which results in the overcrowding of public areas and the relocation from the rural outskirts of the area to the town.
- The burden of diseases such as the high rate of HIV/AIDS contributes to the low life expectancy.

3.4 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.4.1 Municipal Transformation

Umuziwabantu municipality is a category B municipality using an executive committee system. Umuziwabantu Council has a total of 19 councillors, four of whom are full time. There are four political parties represented in Council; the African National Congress, National Freedom Party, Inkatha Freedom Party and Democratic Alliance. The ANC is represented by 12 Councillors which is the majority in council, the NFP is represented by 4 councillors which the second largest political party in council. While the IFP is represented by 2 councillors and the DA is represented by 1 councillor.

Council has three portfolio committees, which are as follows:

- Finance; budget and Corporate Services

- Planning; Housing; LED and infrastructure, and
- Community Services

The IDP forum and Human Settlement Portfolio committee are a result of council resolutions which seeks to ensure proper coordination and implementation of these functions thereby compelling the existence of these committees.

PORTFOLIO COMMITTEE	TERMS OF REFERENCE
Finance; budget control and Corporate Services	Municipal finance including billing; Municipal rating and taxation; Municipal insurance; Municipal banking and investments; Loans and governmental subsidies; Grants in aid Labour Relations Occupational Health and Safety
Community Services	Squatting; Groups with special needs (youth; women; elderly and the disabled); Street Vending; Education, crèches, welfare in general and religious services; HIV and AIDS Business licensing; Cemeteries and crematoria; Refuse removal, refuse dumps and solid waste disposal; Cleansing, road and storm water maintenance; and Building maintenance Disaster management Traffic services Fire fighting services
Planning; LED; Housing and Infrastructure	Local economic development; Promotion of industrial development; Land matters; Rendering of basic services Electricity and gas reticulation; Storm water management systems in rural and urban areas; Capital roads items and construction; Storm water capital items; Housing Projects; Housing development; and

	Housing Projects administration
IDP FORUM	Coordinate and facilitate IDP Projects Debates and review IDP objectives Integrates pectoral and other stakeholders strategic plans Propose recommendations to both EXCO and Council Integration and formulation of projects
Human Settlement Forum	Housing development; and Housing Projects administration

3.4.1.1 Powers and functions of Council

The Council has both legislative and the executive powers. It is chaired by the Speaker, Councillor A. D Ngubo. His duties as listed in municipal delegations are:

- Presides at meetings of the council and signs the minutes of the council meetings;
- ensures that council meets at least quarterly;
- Co-ordinates the arrangements regarding dates and venues for the meetings.
- Maintains order during meetings of the council and ensures that the meetings are conducted in compliance with the Council's Rules of Order;
- Performs all other duties assigned to him/her in the Council's Rules of Order of the Council;
- Ensures compliance with the Code of Conduct for councillors;
- Authorises any investigation or enquiry into suspected or alleged impropriety by councillors or any alleged breaches of the Code of Conduct for councillors;
- Determines where and when council meets;
- Convenes special meetings of council at his/her discretion or on request of the majority of councillors she/he must do so.

In accordance with Council resolution of 1st June 2011, Council delegated some powers to the Executive Committee with an exception of those expressly excluded by law. Some of these exclusions include:

- The passing of by-laws;
- The approval of budgets;
- The imposition of rates and other taxes, levies and duties; and
- The raising of loans.

- Setting of tariffs;
- Entering into service delivery agreements in terms of section 76(b) of the Municipal Systems Act;
- Appointment of the Municipal and section 56 managers; and
- Approval or amendment of the integrated development plan.

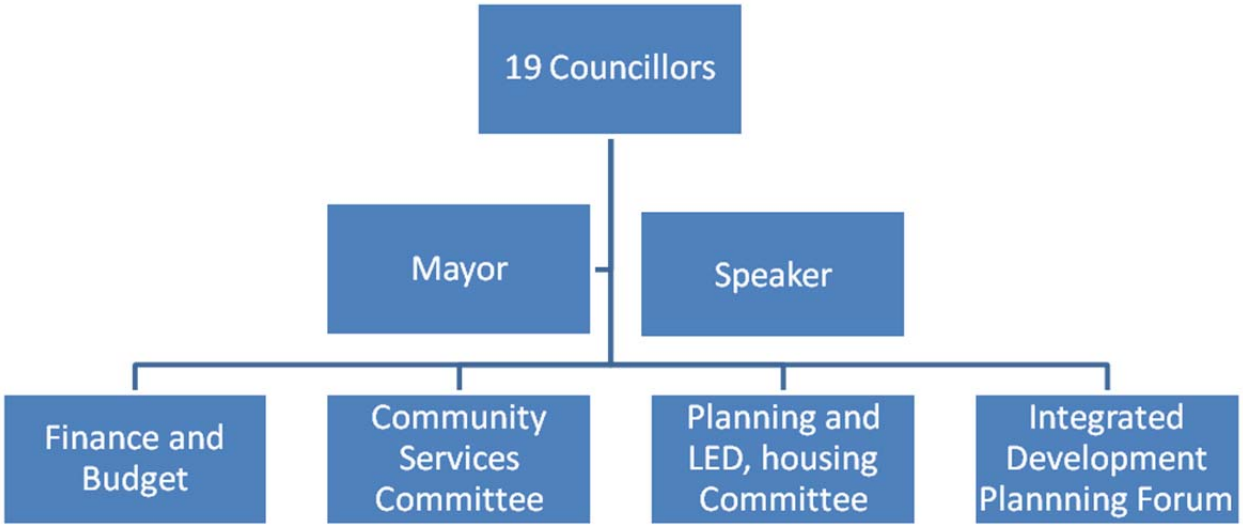
3.4.1.2 Municipal Administration

The administration, as appropriately delegated, has a responsibility to support the Council in exercising its powers and functions in the followings ways:

- It has to support the political structures in performing the political functions. These include the Council itself, the offices of the Speaker, the Mayor and the Executive Committee as well as Council Committees.
- It also has a responsibility to support the functioning of community participation structures as required in Chapter 4 of the Municipal Systems Act. These include ward committees.
- Lastly, it has to ensure that services that are incidental to the exercise of the municipality's powers and functions are delivered.

The current municipal council has 19 councillors and 162 municipal staff.

The administration has over the past four years expanded to five departments; steps are afoot to establish an additional sixth department which will deal with planning matters. The transformation comes not only as a product of work overload in the municipality but also as an implementation to coincide with the COGTA regulations released in February 2014, which guide the organisational structuring of municipalities.



3.4.2 ORGANIZATIONAL DEVELOPMENT

Office of the Municipal Manager

The office of the Municipal Manager has the following key functions:

- Integrated Development Planning

The responsibilities include the implementation of the municipal Performance Management System as aligned to Integrated Development Plan (IDP), and to monitor and report progress thereof.

- Performance Management

Public Participation

Support to political office bearers

Support to ward committees

Local Economic Development

Local Economic Development

The LED Unit is responsible for the broad Economic development of the municipality

Special programs

The unit is responsible for lobbying and advocacy for development and mainstreaming of matters affecting all vulnerable groups including youth.

Internal Auditing

Section 165(1) of the Municipal Finance Management Act, states that each municipality and each municipal entity must have an internal audit unit.
The Internal audit unit is an independent, objective assurance and consulting activity, designed to add value and improve Umuziwabantu Municipality's operations. It aids the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Umuziwabantu Municipality appointed an Internal Audit manager during the 2013/2014 financial year in the Office of the MM. The Internal audit unit is responsible for the following main functions:

- Preparing a risk based audit plan and an internal audit program for each financial year.
- Advising the Accounting Officer and reporting to the audit committee on the implementation of the internal audit plan, matters relating to internal audit, internal controls, accounting procedures and practices, risk management, performance management, loss control and legislative compliance (Including the MFMA and Annual Division Act).

Youth programs

The unit is responsible for institutionalizing and mainstreaming of youth development within Umuziwabantu.

Employed personal in the Office of the Municipal Manager is 12

Finance Department

The Finance Department has the following key functions:

- Revenue collection
- Debt management
- Credit control

The unit is responsible for debt collection and management, recognition of municipal revenue, indigent support and administration, administration and maintenance of customer accounts and customer care to ensure good debt management

- Supply Chain Management

Supply Chain Management is responsible for the implementation of the SCM Policy and ensuring that procurement of goods and services is done in a fair, equitable, transparent, competitive manner. Administration of salaries, creditors, grant and subsidies

- Payment of creditors
- Payment of salaries
- Budgeting

Budgeting is responsible for ensuring optimal allocation and utilization of economic resources in all departments within the municipality to achieve all strategic objectives set out in the IDP.

- Reporting
- Accounts

The maintenance of fixed assets register, loans register, investment register, general ledger, and cash management. The unit must invest unused and surplus funds at the best possible rates with the lowest risk to the municipality to ensure good cash management. Total number of employed personal 17

Infrastructure & Development Planning Department

The Infrastructure and Development Planning Department has the following key functions:

- Roads
- Project Management Unit
- Electricity
- Town and development planning
- Housing
- Building control

Community Services Department (Established in the 2014/2014 financial year).

The Community services department is responsible for the following key functions:

- Waste management
- Fleet Management
- Parks and Gardens
- Cemetery
- Refuse removal
- Verge maintenance
- Illegal dumping
- Control of dumpsite
- Recycling
- Disaster Management
- Fire Fighting
- Public facilities
- Traffic Control / Management/Law enforcement

Corporate Services Department

The Department of Corporate services has the following key functions:

Labour relations

Recruitment and selection

Personnel management

Training and development

Employee assistance

Secretariat

Records management

Municipal Facilities' management

Bylaw development

Leases and contract management

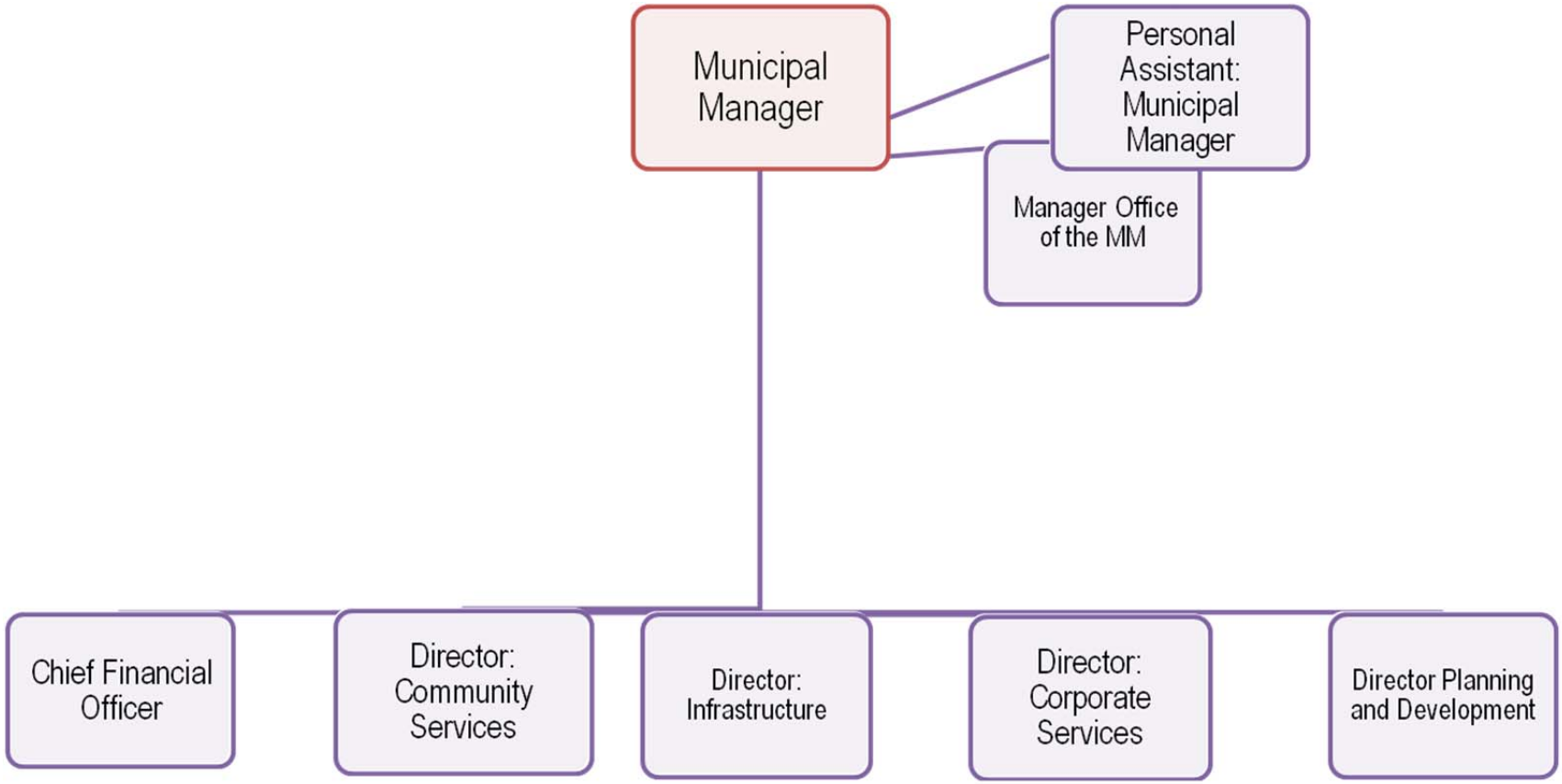
Legal advice

PLANNING DEPARTMENT (Future department)

The Planning department has been proposed to be established in the 2015/2016 financial year. The Municipal Council adopted the organogram in 2014 and the department will be responsible for the following functions:

- Housing
- Town Planning and Building Control
- Integrated Development Planning and Performance Management Systems.
- Local Economic Development
- Receiving and approval of building applications.
- Building inspections

3.4.3 ORGANISATIONAL STRUCTURE / ORGANOGRAM (TOP STRUCTURE)



3.4.4 MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITITCAL POSTS.

The municipality has significantly expanded over the past four years, with the addition of two departments within the organisation. Although this development is prominent, the organisation still faces challenges of high staff turn-over in certain sub-directorates. **The Municipality** is faced with a serious challenge with regards to filling critical posts. The posts which are most difficult to fill are:-

- **Manager Electricity – A trade tested artisan is needed- Vacant for 20 months**
- **Manager Cleansing – Managerial experience is essential.- vacant for 3 years**
- **Manager Strategic Planning – A sound knowledge of Local Government is required- vacant for 8 months.**
- **IT Officer – Vacant for almost one year.**

All three posts have been advertised more than once due to failing to attract the correct candidates. The challenge is so dire that the Human Resources Manager has advised that head hunting should be considered as an option, for the positions of the manager electricity and the manager cleansing.

The other serious quandary is the geographical location of the municipality. This results in a low grading which adversely affects the Salary packages which are informed by the category of the municipality. However the Municipality has entered into a MOA with the District municipality as they will be the seat of the Job Evaluation Unit. Once the posts are evaluated, the Human Resources department expects the problem pertaining to remuneration to be somewhat alleviated.

In light of the additional departments to the organisational structure, the municipality has appointed in the previous and current financial years the following personnel;

- **Manager Internal audit**
- **Director Community services**
- **Disaster management officer and most recently**
- **Manager Cleansing (who's KPA is amongst others environmental management)**

3.4.5 HUMAN RESOURCE STRATEGY

The municipality currently does not have an adopted and updated human resource strategy; however Human Resources unit has begun planning for the development and adoption of the HR strategy, which is targeted to be adopted in the 2015/2016 financial year.

3.4.6 BACK TO BASICS APPROACH

The Department of Cooperative Governance and Traditional Affairs (COGTA) implemented a review of South Africa's 278 municipalities. The survey revealed that although some municipalities are performing their functions adequately, others are dysfunctional and significant intervention is required to get them to function properly. The back to basics programme for change outlines the following as acceptable levels of performance within municipalities:

- Put people and their concerns first through effective public participation platforms.
- Creating conditions for decent living by consistently delivering municipal services to the right quality and standard.
- Be well governed and demonstrate good governance and administration.
- Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.
- Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

Back to basics Key Performance Areas:

No.	KPA	ACTION REQUIRED	TIMEFRAME
3.4.6a	Basic Services	▪ Development of a fundable infrastructure plan. ▪ Development of an infrastructure maintenance plan. ▪ Maintenance of the	30 June 2016

		Indigent register.	
3.4.6b	Good Governance	▪ Holding and monitoring seating of Council as legislated. ▪ Monitor functionality of oversight structures. ▪ Ensure the existence and efficiency of Anti-corruption measures. ▪ Ensure enforcement of bylaws. ▪	On going
3.4.6c	Public Participation	▪ Development, Adoption and implementation of a communication strategy. ▪ Regularly carrying out community satisfaction surveys.	By 30 September 2015
3.4.6D	Financial management	▪ Ensure assessment and performance monitoring of the following indicators ▪ Number of disclaimers in the period of three to five years. ▪ Setting realistic budgets based on cash available. ▪ Revenue collection ▪ Debt collection ▪ Efficiency and	On going

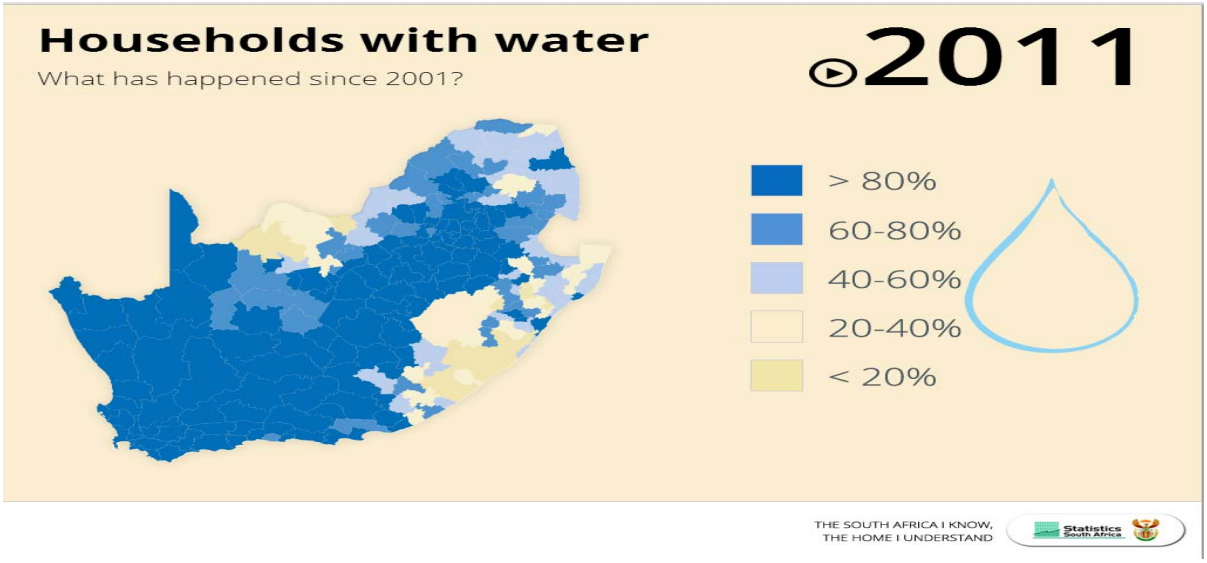
		functionality of SCM.	
3.4.6E	Institutional capacity	▪ Ensuring all Sections 56 positions are filled. ▪ Development of HR programmes.	30 June 2016

3.4.7 MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS.

STRENGTHS ▪ Portfolio committees are in place and functioning. ▪ Establishment of a new Directorates	**WEAKNESSES** ▪ Shortage of skills especially in the Technical and finance departments. ▪ Salary packages are not attractive to skilled personnel. ▪ Work overload due to limited staff.
OPPORTUNITIES ▪ The Directorate Community Services has been established, therefore increased employment opportunities. ▪ Skills training opportunities in per department. ▪ Growth in appointment of skilled personnel.	**THREATS** ▪ Skilled and experienced personnel leaving the municipality. ▪ High staff turnover.

3.5 BASIC SERVICE DELIVERY ANALYSIS

3.5.1 Water and Sanitation



In terms of delegated powers and functions, the function of water and sanitation service delivery rests with UGu District Municipality. As the Water Service Authority (WSA), UGU DM is responsible for ensuring water and sanitation access, planning of projects, regulation of projects, and overseeing water provision. As Water Service Provider (WSP), UGU DM is responsible for providing water and sanitation services, both effectively and efficiently, maintaining customer relations, and billing.

Although water provision is in the UGU DM competency, planning of projects is done jointly with local municipalities and budgeted for by the district. Based on the status quo, all urban residents have water in their houses or within the RDP standards in case of Winterton where residents get their water from the public water stand pipes, however, the phase 3 low cost housing project in winterton will include running water and flushing toilets within the households.

Access to water remains a challenge for rural communities; this is shown by huge backlog of lack of access to basic services.

A full-scale water crisis has however hit KwaZulu-Natal, with restrictions now being enforced on the North and South coasts.

The worst-hit areas are in the UGu District Municipality and iLembe District Municipality (KwaDukuza-Stanger) which incorporates the Zimbali residential and resort development.

UGu District has issued warnings and saving measures within the Harding area, and water saving strategies has been conveyed to community members.

The table below is extracted from the UGu' WSDP and it shows estimated backlog per tribal authority:

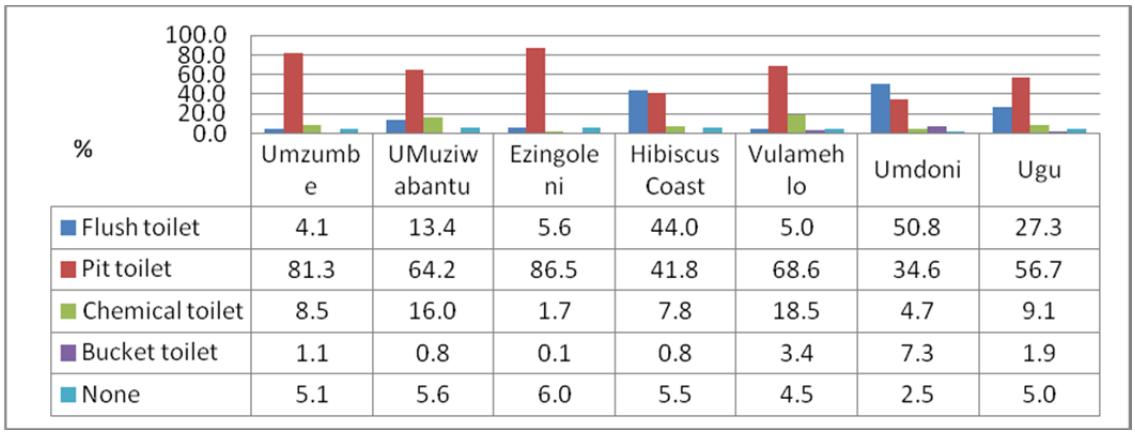
Area	Estimated Population with Adequate Water Services	Estimated Population with a Backlog of Water Services
Bashaweni	982	0
KwaMachi/Isibonda	22867	27879
KwaFodo	5496	3023
KwaMmbotho	5030	2552
KwaJali/Nhlangano i	8069	6230
Dumisa/Thokozani	0	1838
TOTAL	**42444**	**41522**

Public Inputs on Water Services

- ***Water backlog in rural areas:*** all rural wards raised access to clean water as one of the key priorities. This problem is reflected on the backlog table above. In areas where the water reticulation has been implemented it is still very far from meeting the RDP standard of all households being at most 200m away from the standpipe. In many communities people still walk long distances to fetch water from the stand pipe or unsafe source.
- ***Partially working water systems*:** this problem is mainly experienced in rural areas where because of low pressure, it is said, certain areas end up having no water.
- ***More resources needed for temporary water supply methods systems:*** this refers to spring protection, borehole and water tanks.
- **Sanitation services**

Many households in Harding town are using septic tanks and conservancy tanks with Winterton Township using the VIP system, which is a very inappropriate system in an urban setting. These systems are not the best for both the users

and the environment. A full waterborne system is required to ensure sustainable and environmentally healthy development. A big problem with conservancy tanks are sewage overflows. It is not uncommon to have sewage overflows into the storm water drainage, more especially during the rainy seasons.



%	Umzumbe	UMuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni	Ugu
Flush toilet	4.1	13.4	5.6	44.0	5.0	50.8	27.3
Pit toilet	81.3	64.2	86.5	41.8	68.6	34.6	56.7
Chemical toilet	8.5	16.0	1.7	7.8	18.5	4.7	9.1
Bucket toilet	1.1	0.8	0.1	0.8	3.4	7.3	1.9
None	5.1	5.6	6.0	5.5	4.5	2.5	5.0

2011 census

The WSDP estimates that an amount of R 26,625,000 is needed for Harding to be on waterborne system excluding Greenfields and Winterton projects which are treated as separate projects. If included the costs moves up to ± R58 million.

3.5.2 SOLID WASTE MANAGEMENT

The majority of the population, about 95%, of Umuziwabantu uses their own dump to dispose their refuse. The municipality is currently servicing 1809 (excluding winterton and KwaMbonwa township) households in waste removal services around the Harding town. The municipality has also invested great amounts in the upgrade of the Harding landfill site to assist is environmentally safe waste disposal.

The Department of Agriculture and Environmental Affairs and UGu District Municipality co-funded the development of the district wide Integrated Waste Management Plan. UGu District commissioned the project through KV3 Engineers – Environmental Services component. Consultation has been done across all Local Municipalities. The Integrated Waste Management Plan covers all Local Municipalities, with/without IWMP's. It is a plan compiled to provide the most cost-effective, technically, legally and environmentally acceptable solutions to the total waste management of the organisation.

Integrated waste management is referred to as:

- The Collection (source reduction, prevention, minimisation),
- Transport,
- Minimization (Recycling; re-use, recovery, composting),
- Treatment (Physical, chemical, create energy, destruction)
- Disposal (landfill), and
- Monitoring and auditing of waste materials.
- Remediation of former waste or contaminated lands

Management of illegal activities to be implemented:

- Compile waste management By-laws
- Establish Community Watch
- Introduce incentives schemes for clean neighbourhood
- Provide skips throughout town for refuse dumping

3.5.3 TRANSPORTATION INFRASTRUCTURE

The level and quality of a country's infrastructure is the backbone of the economy and determines the extent to which external investors may choose the country as an investment destination. As it is expected of all local municipalities, they should create a conducive environment where businesses can flourish through infrastructure development.

Umuziwabantu municipality is responsible for the construction, maintenance and upgrading of access roads within its area of jurisdiction. There are two primary roads that form the spine of Umuziwabantu roads network that is the N2 which connects this municipality with Ezinqoleni and Port Shepstone on the east and the Eastern Cape on the south west and **R56** which connects to N2.

A majority of the roads need to be re-done; patching them can only be a temporary measure. Historically, there are only two roads which were properly constructed: Hawkins (Bizana) and Murchison streets. The rest of the roads were gravel roads which were covered with the black top to reduce dust. Given the significant increase of traffic in the last 15 years and the lack of proper maintenance, this black top has deteriorated to an extent that in some roads there is more of gravel surface than tar. As a result the town is dusty and unpleasant to drive in. It is worth noting that, the municipality has engaged with the Provincial Department of Transport to urgently attend the process of re-tarring of Hawkins (Bizana road).

During the last four years, the municipality has dedicated more than R20m to the upgrade Harding Roads (Small Town Rehabilitation). This excludes the R15m investment made by the provincial government as part of the Small Town Rehabilitation program which is was implemented in the 2013/2014 financial year.

The current reconstruction of these roads is taking into account the current and future volumes of traffic. It is important to note that the municipality acknowledges the poor and congested state of the Harding taxi rank. It is thus envisaged that future planning will look at relocating the taxi rank to a new, spacious area where a new taxi rank can be constructed.

The state of the rural road network remains a concern as many of the communities are inaccessibility due to poor conditions of and lack of maintenance of the access roads. However, there has been great progress with regards to construction of rural roads within the municipal area.

The municipality, while noting that there are a few areas without access to well-maintained access roads, acknowledges that most areas in Umuziwabantu have access roads, and that the priority of building new roads must be balanced against that of maintaining the existing ones. A prioritized achievement in the short term will be the drafting and adoption of a Municipal Road Network Maintenance Plan. In contrast to maintenance programme, which utilizes external contractors and a machinery-oriented approach, the Municipal Road Maintenance Plan for access roads seeks to address issues of unemployment and lack of skills through principles of Extended Public Works Programme (EPWP).

Maintenance of the storm water drainage network in town needs to be attended to with urgency. Silt, gravel and refuse regularly clog up the culverts, resulting in flooding of storm water on roads. This flooding contributes a lot in the filth of the town. As part of the roads upgrade, the municipality is redesigning and reconstructing the drainage system of the roads being upgraded. An implementation plan has been completed in Hawkins Street (Provincial road) and Livingstone Street.

The municipality funded by the DBSA and provincial COGTA has commissioned an infrastructure master plan for the town.

The Municipality has since 2012 embarked in the construction of the following projects:

PROJECT NAME	PROJECT STATUS	WARD
Upgrade of Greenfields	Complete	3
Hlabe to Kwangubelanga	Complete	8
Phumza to Maxhamini	Complete	10
Weza Bridge	Complete	7
Mlolweni to Eskhulu	Bridge is Complete/ Road under consruction	9
Incabhela Road	Complete	9
Mkhoba Hall	Complete	7
Xambu	Complete	2
Ntshangwe to Eringini	Complete	6
Shepstone Street	Complete	3

Ediphini	Complete	1
Ocingweni Sportfield	Construction	4
Mabhungwini access road	Complete	2
Upgrade of Livingstone and Hancock	Complete	3
Livingstone and Hancock streetlights	Complete	3
Murshmount to Bashaweni	Construction	2
KwaShabalala to KwaShangase	Complete	8
Harding Landfill site	Construction	3
KwaJali to Mbuthuma	Complete	9
KwaMlim to Emazibukweni	Construction	7
Shepstone to Turner	Construction	3
Peter Mokaba Road	Complete	5
Gravelling D926	Complete	1
Holman Street	Complete	3
Keate Street (phase2)	Complete	3
Petterson Street	Complete	3
Greenfields street lights	Complete	3
Recreational Park	Complete	3
Phumza to Xhamini road	Complete	10
KwaPhondo to Emavetheni road	Complete	6
Machobeni Road D1032	Complete	7
Mangashuza road	Complete	**7**

2014/2015 – 2015/2016 PRIORITIZED PROJECTS

Priority No.	DESCRIPTION	WARD
1	Santombe Community Hall	1
2	Ekhuze Access Bridge(Mahelane School to Dumisa Community	1
3	Kwalunda gravel access road in Sihoqo	1
1	Access bridge between Bashaweni and Murshmount	2
2	Endlovini Sportsfield	2
3	Erection of High Mast Lights at Bashaweni	2
1	Philip Street to Callway (to the pump station)	3
2	Upgrade part of Kirk street from Connor Street to Musgrave Street	3
3	**Upgrade of Callway Street to join N2(linking Sehole and Special School)**	3
1	**Erection of high Masts at Elangeni, Esikhulu, Ocingweni, Qwebela and**	4
2	Enduveni access road	4
3	Upgrade of Enyanisweni access road(P58 to KoMkhulu)	4

1	**Construction of Sunrise Community Hall**	5
2	Construction of Elim Sportsfield	5
3	Erection of High Masts at Langqengqe	5
1	Ntshangwe to Nyovela access road	6
2	Magwala Access road	6
3	Ntshangwe community Hall	6
1	Upgrade of road from Esikorokorweni(P61) to KwaHalbe(Gun Drift)	7
2	Upgrade of road from Emazibukweni(D862) to KwaSHabane(D914)	7
3	Mfundeni Sports Complex	7
1	Sports field at 5(Five) (Kwa Memela near the UCC Church)	8
2	Erection of High Mast Kwa Mbonwa Township and KwaMdunjana/esitobini	8
3	Bridge from Gayiya to KwaNgubelanga	8
1	**Construction of Bhudlu Access Bridge**	9
2	Construction of Ingele Community Hall	9
3	Upgrade of Malini Access road	9
1	Construction of Phumza Community Hall	10
2	Phumza sportsfield	10
3	Upgrade of Mzinhlanga Access road	10
Priority ULM	Construction of Harding landfill site	3

3.5.4 ENERGY

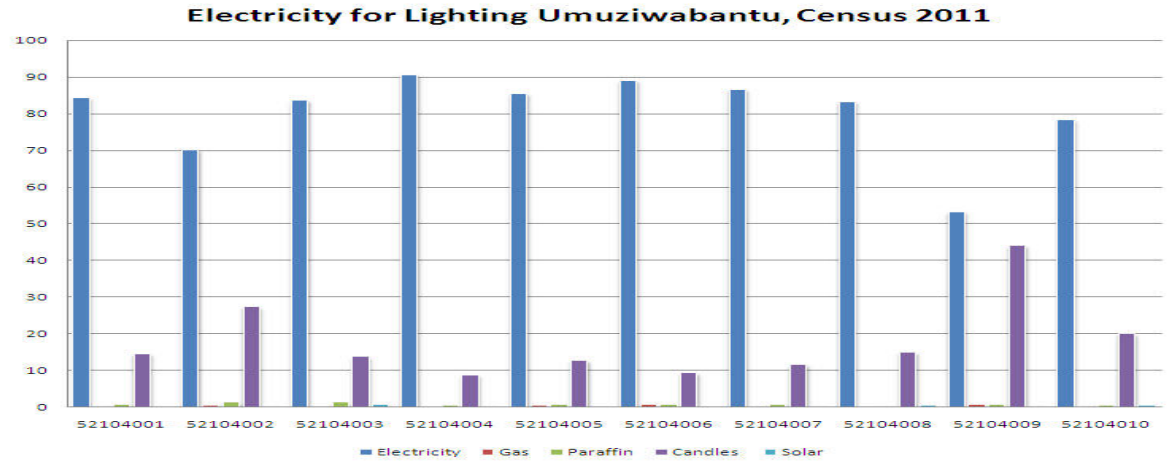
There are two authorities licensed to supply electricity at Umuziwabantu, that is, the municipality and ESKOM. The municipality is only responsible for the town and Eskom for the entire area, which is mainly rural.

The Municipality as the reticulator is responsible for electrification within town. It could be estimated that the portion covered by the municipality is about one percent (1%) of the total area. Approximately 98 % of households in town have access to electricity with the balance being the informal settlement next to the low cost housing.

Government is working around the clock to resolve the energy crisis facing the country. The energy war room is working intensively to implement Cabinet's 5-point energy plan to resolve the energy challenge.

It is important to note that the Municipality has put in place a strategy to curb the electricity loss and illegal connections in and around Harding.

The department of energy also injected an amount of R9million, into the infill's project which was implemented in the 2014/2015 financial year.



3.5.5 ACCESS TO COMMUNITY FACILITIES

The municipality has shown enormous progress in the provision of community facilities.

Umuziwabantu has constructed numerous community halls in its area of jurisdiction, and millions of rands have been invested in the construction of these facilities. Many of our community halls are however underutilised with the exception of the Harding community hall in the CBD area. Furthermore, the municipality has been faced with the challenge of vandalism and poor maintenance with regards to its public facilities. Steps have in the recent year been taken to ensure cleanliness and maintenance of the facilities through utilising participants from the community works program and ward committees to service these centres. Proper maintenance plans are yet to be

developed to safe guard these properties. The municipality currently has no management structures in place to oversee and run these facilities.

With the expansion of the municipality and the establishment of the Community services directorate, the organisational structure proposes a facilities management officer and manager to improve the maintenance of public facilities.

In light of access to community facilities, there is one functional and fully fledged community library which was built by the Department of Sports, Arts and Culture. The library is located in Harding in the municipal premises. Given the increasing number of users, it has become evident that more space or extension is required in the future.

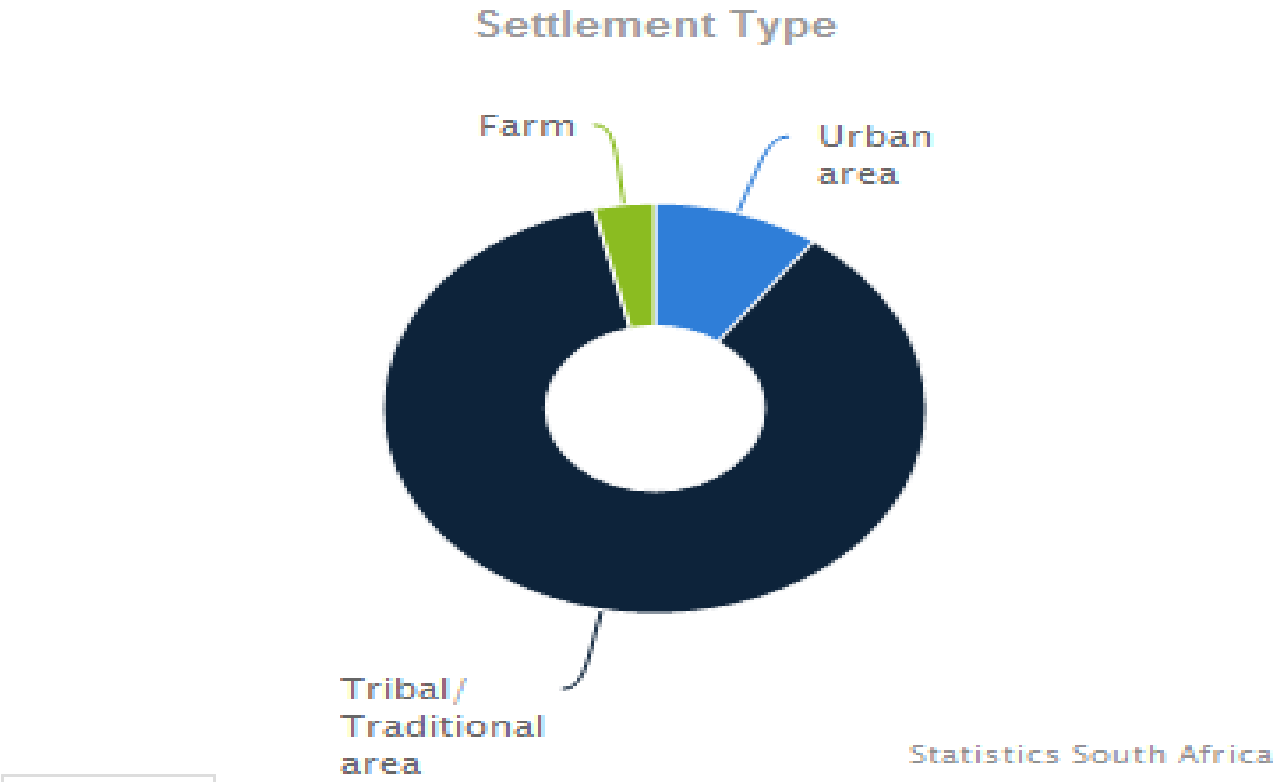
It is worth noting that the culture of learning has been instilled in Umuziwabantu, as we see the increase in numbers of new member registrations at the library.

3.5.6 HUMAN SETTLEMENTS

Like in many rural areas most houses in rural areas of Umuziwabantu are mud houses and they have a low resistance and easily collapse during storms. KwaJali and KwaMachi are areas which are susceptible to hail storms. In December 2014 a total of 4 households collapsed during the storms leaving casualties.

As far as subsidized housing projects are concerned, there are both urban and rural housing projects.

The development of sustainable settlement is one of the methods in which local government can address the socio economic rights of community members, such as security of tenure, availability of services and infrastructure, provision of accessible and affordable housing and location where housing must be in areas which allow easy access to places of work, schooling, healthcare and potential economic opportunities. The table here below indicates low cost houses which have been built for rural inhabitants.



The Umuziwabantu Housing Sector Plan is in line with the Department of Housing guidelines which outlines two primary objectives of the plan which are:

To ensure a strategic approach to housing that ultimately leads to a spatial rationale and sustainable housing development, addresses future growth needs in the area in an appropriate form and generates funds to address needs. To ensure that all housing plans in the Municipal IDP's meet, are of a certain minimum standards and are addressing the priorities of the Department of Housing.

In rural projects, no rural scheme project is underway pending the allocation and plan from Department of Housing. On the urban programme Greenfields is on progress and for Winterton the DFA process has been approved more than 900 people are already occupying these houses.

Source of Information: 2012 Umuziwabantu Draft Housing Sector Plan

The table here below indicates low cost houses which have been built for rural inhabitants.

	PROJECT NAME	NO. OF UNITS	PROJECT TYPE	PROJECT STATUS
PG34	Winterton Phase 3	1071	Greenfields/slum clearance	Planning stage
PG35	Kwa-Machi Rural Housing (Phase 2)	1000	Rural	Tender stage
PG36	Kwa-Fodo Rural Housing	1000	Rural	Active
PG37	Kwa-Jali Tribal Authority Area Ward 7&9	890	Rural	Close-out
	Kwa-Jali Tribal Authority Area Ward7&9	1000	Rural	Planning / Tender
PG 38	Bashaweni Rural Housing	1000	Rural	Active
PG 39	KwaDumisa Rural housing	1000	Rural	Closed
PG 40	Harding: Greenfields	338	Rural	Bond
PG 41	Kwa-Machi Phase 1 Rural housing	1000	Rural	Close-out
PG 42	KwaMbotho Rural housing	1000	Rural	Active

Home Builders Registration Council

The National Home Builders Registration Council (NHBRC) requires that all new houses be inspected during the building process to ensure that they comply with the relevant Act. There is currently no legal requirement for an inspection of second-hand houses before a sale takes place.
In South Africa there has been a fledgling property inspection industry for about 30 years but most South Africans still don't make use of property inspectors when buying, selling, building or altering a property.

The role of the professional property inspector is to provide common sense, factual answers regarding the actual physical condition of the property. Using his training, extensive knowledge and experience, the property inspector will document all significant observable defects, assess and explain the significance of each defect and, where practical, provide an informed estimate as to the cost of repair

The second-hand home inspection industry in South Africa is small and unregulated at present. Home inspections are sometimes undertaken by under-trained or inexperienced inspectors and there is no standardised operating procedure to ensure quality of service.

The municipality has seen many illegal structures being erected within the CBD and residential areas of Harding. Enforcement of bylaws has been poor on the part of the municipality due to very limited human resource. However, the municipality has appointed a building inspector who is working hand in glove with the town planning unit in identifying and working towards amongst other things enforcing bylaws, educating residence on building regulation and bylaws.

3.5.7 BASIC SERVICES DELIVERY SWOT ANALYSIS

STRENGTHS	**WEAKNESSES**
▪ Network tower ▪ Viable housing projects ▪ Provision of free electricity ▪ Draft IWMP in place ▪ Adopted Housing sector Plan ▪ Eradication of illegal connections. ▪ Community facilities	▪ Lack of maintenance and management of community facilities. ▪ Lack of infrastructure in respect of Telkom lines ▪ Poor road conditions ▪ Hail storms ▪ Mud houses ▪ Cable theft ▪ Congested transport system ▪ Weakness in managements ▪ Poor Skills within municipality
OPPORTUNITIES	**THREATS**
▪ Improved quality RDP houses. ▪ Awareness campaigns of proper usage of electricity ▪	▪ Vandalism of community facilities ▪ Non- usage of facilities ▪ Houses being destroyed by storms ▪ Service delivery strikes ▪ Cable theft around town (Harding).

3.6 LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS.

3.6.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The Umuziwabantu municipality has, like most predominantly rural municipalities in the province and throughout the country, high levels of poverty, unemployment and inadequate economic growth to provide good quality of life to most of its residents. The N2 between Port Shepstone and Kokstad is not much of a corridor, but rather a conduit through the region as very few vehicles stop along the route. Most travellers who travel between the Eastern Cape and Durban use the main road (N2 east and west) which passes alongside Harding. This is a great opportunity (LED) as there are two petrol stations in town and a one stop shop to accommodate these travellers.

LED Strategy

The Umuziwabantu LED Strategy was completed in January 2008 as envisaged in the original IDP. It has been adopted by Council to become a legal municipal document and included in the IDP as a sector plan that informs all local based economic development strategies. Plans are afoot to review the Local Economic Development Strategy.

The review of the LED strategy is currentl underway in the current 2014/2015 financial year.

Currently, LED projects underway include the following: Ingeli trails, Wind generated Energy, Bean production, training programmes for both cooperatives and SMMEs and formalising their registration, formation of Umuziwabantu chapter business chamber of commerce. In the strategy, it appears that Umuziwabantu area has high potential for production of maize, wheat and sugar cane, other crops and plantations. People in the community are encouraged to form groups of cooperatives in order to access these opportunities. The municipal council has decided not to renew contracts of expiring lease of lands occupied by former advantaged counterparts, in pursuit of encouraging previously disadvantaged people to use the land in future. The municipality plans to make land space available for both residential and commercial development. Besides, certain areas like Gundrift, the topology of soils allows mining of tiles and mud related products, this opportunity need further exploration and lobbying to relevant business partners.

Informal Trading

The informal economy is one of the economic drivers for the local community. The informal trading is currently not regulated as such the municipality is busy developing a plan and policy to ensure control of this sector. The informal trader's forum has been set up and the municipality uses this structure to put in place a regulatory plan which will be accepted by all affected stakeholders. However this

structure is to be re-elected, as it has become dysfunctional. The influx of traders from surrounding town necessitated the need for control measures to be created.

Food Security Program

The municipality is one of the two in the district which are beneficiaries from the Flemmish funded food security programme. This project is targeting the already organized groups and schools. It intervenes by providing the main infrastructure needed to unlock the potential of existing projects and by providing seeds and implements. Tremendous achievements have been made through the program as an estimated amount of 1000 families have been touched since its inception. The programme is funded for a period of four years with an estimate amount of R5m. Regrettably; the programme came to a close on the 31st January 2012 as the contract expired. While the programme may have expired, it is believed that the investment placed on the ground is of sustainable nature which will keep communities benefiting for years to come.

3.6.2 EMPLOYMENT AND INCOME LEVELS

Household Income

Household income is one of the most important determinants of poverty levels in the municipal area. The ability to meet basic needs is largely determined by the level of income earned by the households. Poverty is often defined as the lack of resources to meet the basic needs.

Here below is the individual monthly income based on census 2001.

Persons	2001		Persons	2011
None	9369		None	2806
R1 – 400	453		R 1 – R4800	1369

R401 – 800	1104		R4801 – R9600	2843
R801 – 1600	78		R 9601 – R19600	5794
R1601 – 3200	63		R 19601 – R38200	5067
R3201 – 6400	33		R 38201 – R 76400	1819
R6401 – 12800	12		R 76401 – R 153800	871
R12801 – 25600	3		R 153801 – R 307600	630
R25601 – 51200	0		R 307601 – R 614400	336
R51201 – 102400	3		R 614001 – R1 228 800	26
R102401 – 204800	3		R 1228 801 – R2 457 600	36
Over R204801	0		R 2 457 601 or more	21

3.6.3 MAIN ECONOMIC CONTRIBUTORS

Location of formal employment opportunities in Umuziwabantu in 2004

SECTOR	**Umuziwabantu**	**Ugu**
Number of Formal Employment Opportunities in Ugu (2004)	6,176	**67,926**
Percentage per Sector:		
Agriculture, forestry and fishing	20.8	**18.1**
Mining	0.4	**0.6**
Manufacturing	14.4	**12.1**
Electricity & water	0.1	**0.6**
Construction	4.8	**4.6**
Wholesale & retail trade; catering and accommodation	14.2	**15.9**
Transport & communication	1.5	**1.7**

Finance and business services	5.1	**9.3**
Community, social and other personal services	19.2	**20.4**
General government services	19.5	**16.7**

Source: Ugu LED Strategy (2007)

The above table sourced from UGu LED strategy indicates that only 6 176 formal employment opportunities existed at Umuziwabantu. This shows a decline in the number of people who are employed if compared with 2001 statistics, which is not good at all as it puts pressure on the government grants and the few that are employed.

One of the biggest contributors to this decline has been the poor performance of Hans-Marensky group, one of the biggest timber processing firms in the country employing thousands in the Umuziwabantu area. In the last few years this firm laid off hundreds of its workforce. The table also indicates that the sector that employs the biggest number of people is forestry at 20.8, followed by government at 19.5. The Living Standards Assessment indicated that 60% of the total numbers of the employed are unskilled labourers. This can be attributed to the low level of skills and a shortage of entrepreneurial skills to create more jobs. This also means that most of the raw material processed leaves the area unprocessed, if that was not the case the market would have had more skilled labour force.

- ***Economic Resource Profile***

The main economic activity in the Umuziwabantu Municipality is farming, subsistence farming and retail businesses. The retail business which is the core of Harding town is showing very slow growth.

- ***Harding Shopping Mall***

The Local Economy of Umuziwabantu has seen a great boost with the establishment of the Harding corner (shopping mall). The investment injected in the establishment of the mall has contributed emmensely to the municipal revenue base and has created many employment opportunites to the local community.

It is anticipated that as part of the development a third petrol filling station will be established. The town will subsequently see more travellers and the demand for accommodation is also likely to rise (opportunity).

Agriculture

In the agricultural sector, there is a marked division between the commercial sector (first economy) and the subsistence sector (subsistence agriculture). Furthermore, the commercial sector involves both primary production and agro-processing activities.

- ***Agricultural strategies***

Agricultural strategies will focus on the need to establish on training and human development programme, which will focus on small-scale agricultural development, appropriate technology, marketing and business skills. The following provides strategies that relate to agriculture:

- ***Increase opportunities for commercial farming***

In areas of good agricultural potential. Given the variability of conditions, it is recommended that commercial farming enterprises occur primarily on a small-scale, intensive basis.
This activity will provide a greater number of opportunities for small-scale and emergent farmers and will promote the most productive use of the natural resource base in designated areas.

- ***Promote sustainable subsistence farming***

By increasing the number of community gardens to ensure food security among poorer households. Food security is a key issue for the local municipality to attend to poverty alleviation.

- ***Provide necessary training for basic agricultural skills***

By teaching local youth of applicable agricultural skills so as to be able to create jobs opportunities and contributes towards local economic development.

- ***Increase opportunities for Agric-industry***

To create further economic opportunities for residents, and to strengthen the inherent advantages of the area for the growth of this sector. The twin location advantages of excellent transport linkages and extensive vacant and underdeveloped land create opportunities for increased agric-industrial activity in the area.

Timber

Forestry is an important crop serving the furniture and pulp industries. Large commercial plantations are located mainly in the high rainfall areas near Harding. Timber is grown for hardwoods (for poles, pulp and bark – wattle and gum), and softwood (for logs - pine). Small and medium scale growers focus on hardwood for pulp production.

The Ugu Agricultural sector plan indicted that there are various growers that are involved in Umuziwabantu Municipality and they can be summarized as private

farmers (Harding), Mondi (Harding), Sappi Forests (Harding), Masonite (Harding) and NCT Forestry Co-op (Harding). Sappi and Mondi have promoted small-scale growers with access to communal traditional land but the long time period between planting and harvesting means that the benefits are not readily evident.

- ***Subsistence Agriculture***

With the exception of small scale maize growing, limited small-scale woodlots, the traditional authority areas are generally characterised by subsistence agriculture. This comprises livestock raising (mainly cattle, goats and household chickens), dry land cropping and homestead gardening. Many rural people have multiple livelihood strategies. They are involved in a range of agricultural activities but also rely largely on social grants (pension and child support grants), salaries and remittance.

Inland, the density of housing is reduced and grazing land is more available for livestock. While livestock keeping is not primarily for commercial purposes, livestock do play important roles in rural communities. While generating some cash through sales in time of need, they are also a source of food (eggs, meat and milk), draught power for ploughing and a range of social benefits (e.g. *lobolo*).

- ***KZN Department of Economic Development - GIJIMA Fund***

The list below summarizes some of the projects that have received funding through the Gijima Programme.

Port Shepstone – Ugu Market Depot System - Capacitate emerging rural farmers by linking them with the Ugu Fresh Produce Market Development – create infrastructure including bulk bins, forklifts and refrigeration (as a pilot collection depot is proposed to be established –one at Umuziwabantu). The LED Strategy and SMME Development

Manufacturing

- ***Agric-processing***

According to the Ugu Agric Sector Plan 2007, this sector is well-developed in Umuziwabantu most notable various timber mills and processing plants primarily in the areas around Harding. High employment numbers in these sectors stresses the importance of the sector for Umuziwabantu. It's also anticipated that Hans Merensky will be expanding its plant in the next 5 years, the expansion will contribute positively to the economy of the municipality.

- ***Timber and Timber Products***

This sector covers a whole range of activities from logging and stripping to sawing and finally the manufacture of items such as construction materials (doors, window

frames and others), furniture and other household items. There is however, a lot that still needs to be done for timber beneficiation before it leaves the region.

- ***Trade and Commerce***

This provides an overview of the economy for Umuziwabantu municipality. It is evident that the trade and commerce sector contributes a significant portion of the overall economy in the municipalities. It accounts for around 50% of GDP in the Umuziwabantu municipality as stated in the Ugu Trade and Commerce sector plan.

Table: Gross Geographic Product Profile of Umuziwabantu Municipality Economy (GDP, 2004).

Sector	Umuziwabantu
Agriculture	**20.12**
Mining	**0.66**
Manufacturing	**19.30**
Electricity and water	**0.19**
Construction	**2.53**
Transport and communication	**6.71**
Trade; catering and accommodation	**17.67**
Finance and business services	**4.93**
Community, social and other personal services	**9.59**
General government services	**18.31**
Total	**100**

Source: Quantec Easydata

Competitiveness

The information provided in the above tables is by no means exhaustive as various factors impact on the profitability of businesses and industries. Amongst others, competition is influenced by the following:

Factor endowments – the availability of resources and their level of development.
Distance to markets – transport costs has a huge impact on unprocessed primary products such as timber, mining and other agricultural products. .
Infrastructure – poor infrastructure impacts negatively on the profitability and viability of industries. Provision of roads and electricity and other specific infrastructure requirements are critical for the survival and growth of existing industries and growth of new ones. Within this context government action can play a strategic role in mitigating these costs.

- Rivalry of competition – competition may facilitate or inhibit the emergence of new industries. The shortage of timber supplies and scramble for new forestry resources is a good thing for economies such as Umuziwabantu. This makes it because of easy access to markets and available support and partnerships from established forestry companies such as Mondi, SAPPI, NCT and Hans Merensky.
- Government Action – by developing appropriate support strategies for industry to invest in depressed local economies such as Umuziwabantu new businesses can emerge. Through incentives, appropriate by-laws and other support mechanisms government can play a positive or negative role in attracting new investments and the expansion of existing ones.

3.6.4 SMME DEVELOPMENT

One of the municipality's core functions is to create conducive environment for local economic development in the area. The municipality has invested over R1.5 million in the development of SMME's over the past four year, and continues to provide assistance such as:

- Provision of machinery
- Aid in development of business plans
- Provision infrastructures (as per requests)
- Capacity building workshops for SMME's and Coops

3.6.5 LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

STRENGHTS	**WEAKNESSES**
▪ SMME Development and support ▪ Established formal business	▪ Lack & poor infrastructure ▪ Lack of enforcement of

chamber. ▪ Established Informal business chamber. ▪ Informal economy policy ▪ bylaws	municipal bylaws. ▪ Dysfunctional informal business chamber ▪ Human resource / skills
OPPORTUNITIES ▪ Forging good partnerships with the business sector. ▪ Increased labour force / staff component	**THREATS** ▪ Friction between local businesses and the municipality. ▪ Service delivery protests

3.6.6 SOCIAL DEVELOPMENT ANALYSIS

The purpose of the socio-economic analysis is to give a synopsis of Umuziwabantu in terms of the physical, demographic, social and economic features. The situational analysis and statistics presented in this chapter indicate the developmental challenges facing Umuziwabantu, such as poverty, unemployment and service delivery backlogs. Programmes and projects in this IDP are informed by this scenario.

3.6.6.1 Health services

Umuziwabantu Municipality currently has one hospital, St Andrews Hospital; nine permanent clinics, and 3 mobile clinics.

There are two newly constructed clinics at KwaMbotho and Santombe (KwaFodo), with an additional cross border clinic (because of its location in both jurisdictions of Umuziwabantu and Izinqoleni municipalities), the Koneke Clinic. Weza clinic which

was built in partnership with private company is subject to review of the contract between the owners and stakeholders. Given the population of Umuziwabantu this number of health service points is not sufficient; due to the big influx of patients of the neighbouring villages e.g. Umzimkhulu to the health service centres in town also adding strain to the services is the neighbouring province Eastern Cape Bizana in particular

Below are some of the programmes which are currently being rolled out by the Department of health.

- HIV/AIDS management programme and awareness campaigns.
- Mother and child programme
- Male medical circumcision outreach programmes
- Phila Mtwana centres
- TB awareness campaigns.

PHILA MTWANA CENTERS

WARDS	CENTER	CLINIC LINKED TO
2	**Mpeshu**	**Meadow Sweets**
4	**Nobantu**	**Pisgah**
5	**Ubuntabande**	**Elim**
6	**Ntlanza Bakery**	**Pisgah**
7	**Sowing center hall**	**Weza**
8	**OSS Office**	**Mbonwa**
9	**Bhudlu**	**KwaJali clinic**
10	**Bakery**	**Xhamini**

Source: KZN Department of health – Harding PHC report

The Phila Mtwana centres were established by the Department of Health as a means to overcome the devastating cases of child deaths. The main objectives of the Phila Mtwana Centres are to curb the scourge of Malnutrition, and to encourage immunisation of young children.

The table above lists all the operating Phila Mtwana Centres within Umuziwabantu jurisdiction

Services offered in all primary health clinics

- 2 School Health Teams based: KwaJali and Elim Clinics.
- 2 Tracing Team – tracing clients that default taking their monthly medication.
- 1 Multi Drug Resistant TB injection Team (MDR) Team – outreach team to households giving injections to MDR patients on daily injections that are weak to go to the nearest clinic or far away from the clinic to ensure that they do not miss their treatments.

NUMBER OF CLINICS WITHIN THE UMUZIWABANTU JURISDICTION:

WARDS	NAME OF CLINICS	HOURS OF OPERATION
01	• Santombe • Mbotho	8 hours, 6 days per week
02	Meadow Sweet	8 hours, 6 days per week
03	• Harding PHC • Gateway	
04	Pisgah	8 hours, 6 days per week
05	Elim	24hours, 7 days per week
06	*None – serviced by Mobile, Xhamini and Pisgah Clinics*	
07	Weza	8 hours, 5 days a week
08	Mbonwa	8 hours, 6 days a week
09	Kwajali	8 hours, 7 days a week.
10	Xhamini	8 hours, 6 days a week
3 Mobile Clinics		

Source: KZN Department of health – Harding PHC report

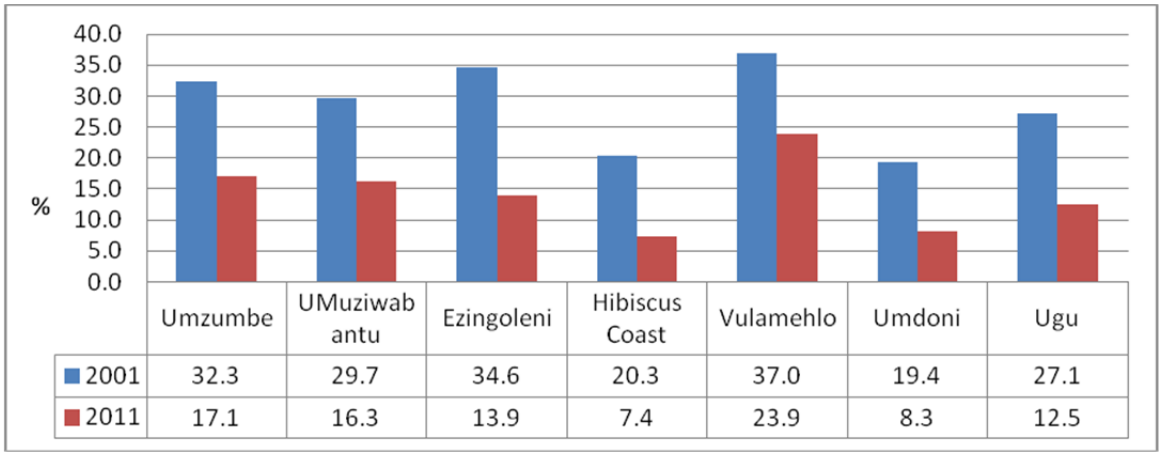
3.6.6.2 Education

Access to educational opportunities is a human right. This is why Goal 2 of the Millennium Development Goals(MDGs) aims to achieve universal primary education and ensure that by 2015, children everywhere, boys and girls alike, will be able to

enrol and complete a full course of primary schooling. Quality education encourages technology shifts and innovation that are necessary to solve present-day challenges.

This chapter focuses on school attendance and educational attainment in 2008, 2009, 2010, 2011 and 2012. A comparative overview of educational attainment and attendance by contributory factors such as population group, age group, sex and province are examined. The statistics of 2001 estimated that 35.8% of Umuziwabantu population was attending schools and that less than 8% of the population had completed grade 12. The Standard of Living Assessment Survey estimated that 58% of this number travel on foot to school with 10% of these taking more than an hour to get to school. There is only one library in the municipality located in municipal offices in town. Needless to say that one small library cannot cope with more than 33 000 learners. Access to libraries is still the privilege of the few that resides in town or can afford to travel to town access the services.
Umuziwabantu currently has 60 schools. 45 of these are primary schools and 15 secondary schools. One is a special school catering for children living with disabilities. The overall Provincial achievement rate for 2012 is 73.1. In terms of the pass rate, the KwaZulu Natal Department of Education is demonstrating an increasing trend since the first NSC examination in 2008. The Province has shown an improving performance by more than 14% since 2008, reaching a historical mark of 73.1% in 2012. This is an increase of 5% compared to 2011.

Percentage of the population aged 20 and above in each Local Municipality with the UGU district with no education.



	Umzumbe	UMuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni	Ugu
2001	32.3	29.7	34.6	20.3	37.0	19.4	27.1
2011	17.1	16.3	13.9	7.4	23.9	8.3	12.5

Source of information: Census KZN 2011 Municipal report No. 03-01-53

3.6.6.3 Safety and Security

There is currently one police station in the whole of Umuziwabantu jurisdiction, which is situated in town. The entire community is depending on this police station's services. In pursuit to reduce crime, the establishment of Community Police Forums (CPF) and emergency zoning of villages need to be an area of focus.

The Community Justice programme must be structured and strengthened to resolve on small cases. In addition to the inadequacy of this service, the existing Police Station lack equipment and vehicles. The municipality within the ensuing financial year will be engaging the Provincial Department of Safety Liaison and the Police Commissioner regarding the possibility to improving accessibility of this service in terms of building new police stations, equipping the existing ones and strengthening of partnership especially in terms of sharing the available resources.

The lack of or shortage of safety and security services, leads to community confusion whereby other people e.g. Ward 5 are serviced by Ezinqoleni police station.

It was strongly felt by almost all stakeholders that decentralization of social services operations to MPCCs will be an answer to their problems. This is in line with the new thinking of the municipality to move away from provision of community halls into building multi-purpose facilities which in terms of this plan the South African Police Service could access space from such facilities.

3.6.6.4 SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA) STATISTICS:

GRANT TYPE	BENEFICIARIES	CHILDREN	AMOUNT
Old Age	4499		6043537
Old Age (75years +)	1810		2 476 187
War Veteran			
Permanent Disability	1942		2 618 951
Temporary Disability	232		311 779

Foster Care	1 408	2 080	1 726 400
Care Dependency	504	534	720 900
Child Support	(0-1 year)	1541	477 710
Child Support	(1-2 years)	1989	616 590
Child Support	(2-3 years)	2226	690 060
Child Support	(3-4 years)	2405	745 550
Child Support	(4-5 years)	2181	676 110
Child Support	(5-6 years)	2374	735 940
Child Support	(6-7 years)	2143	664 330
Child Support Total	(Total 0-7 years)	14 859	4 606 290
Child Support	(7-8 years)	2 272	704 320
Child Support	(8-9 years)	2 115	655 650
Child Support	(Total 7-9 years)	4 387	1 359 970
Child Support	(9-10 years)	1 960	607 600
Child Support	(10-11 years)	1 649	511 190
Child Support	(Total 9-11 years)	3 609	1 118 790
Child Support	(11-12 years)	1 492	462 520
Child Support	(12-13 years)	1 507	467 170
Child Support	(13-14 years)	1 489	461 590
Child Support	(Total 11-14 years)	4 488	1 391 280
Child Support	(14-15 years)	1 566	485 460
Child Support	(15-16 years)	1 534	475 540

Child Support	(16-17 years)	1 400	434 000
Child Support	(17-18 years)	1 394	432 140
Child Support(Total 0-18 years)	16 235	33 237	10 303 470

3.6.6.5 Social Cohesion (Youth and Special programmes)

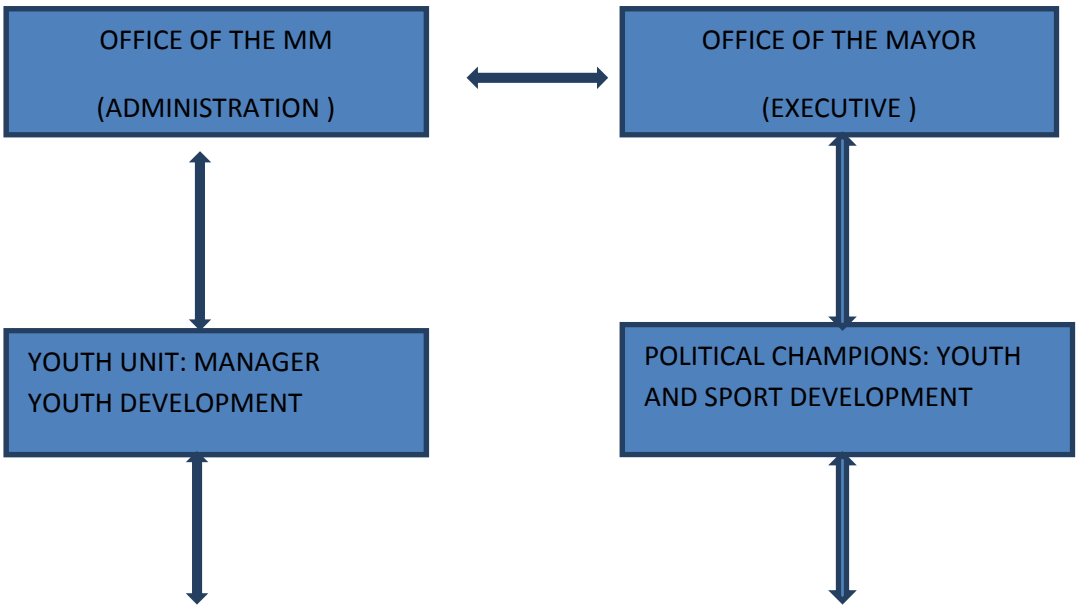
Youth Development

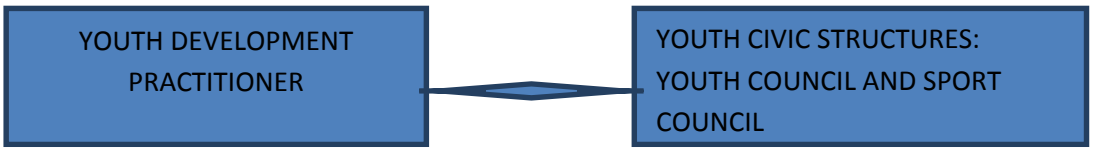
Umuziwabantu Youth Development Unit was established in 2008 by Umuziwabantu Council mandated by the National Youth Development Agency (NYDA) Act No. 58 of 2008. The fundamental objective of the establishing of the unit was to champion the socio-economic interest of the young people within the jurisdiction of Umuziwabantu local municipality. The unit thus is responsible to identify socio-economic challenges affecting young people and come with possible remedies, thus creating an enabling environment for youth development.

INSTITUTIONAL STRUCTURE OF THE YOUTH DEVELOPMENT UNIT

The Unit is located in the Office of the Municipal Manager for administratively purpose and executively located in the office of the mayor. Thus, the office report direct to the accounting officer, with two officials responsible for daily activities of the office.

The administrative side of the unit comprise of the Manager: Youth Development and Youth Development Practitioner with a recently proposed position of the Sport Officer. The executive side of the unit consist of two political champions which are Youth Development Champion and Sport Development Champion who report direct to the Council and are full time members of the Council. The office also adhere to the principles enacted on the NYDA Act No. 58 of 2008 and Chapter four of Structures Act which emphasis the participatory democracy. Thus, two Youth structures are in place to encourage the participation of youth people in the matters of governance which are Youth Council and Sport Council. Below is the institutional structure of the office.





ADMINISTRATIVE WING OF THE UNIT

OFFICE OF THE MUNICIPAL MANAGER: YOUTH DEVELOPMENT UNIT

The Unit is located in the Office of the Municipal Manager

TITLE	NAME	SURNAME	POSITION
Mr.	S.D	Mbhele	Municipal Manager
Mr.	M.	Mbotho	Youth Manager
Mr.	S.N	Zungu	Youth Dev. Practitioner
Vacant	N/A	N/A	Sport Officer

EXECUTIVE WING OF THE UNIT

OFFICE OF THE MAYOR

The unit is located in the office of the Mayor with two political champions

TITLE	NAME	SURNAME	POSITION
Councillor	D.	Nciki	Mayor
Councillor	D.S	Dlamini	Champion: Youth Dev
Councillor	H.T	Chiliza	Champion: Sport Dev.

YOUTH DEVELOPMENT STRUCTURES

INTERIM SPORT COUNCIL

NAME	SURNAME	POSITION	WARD
Horse	Setela	Chairperson	03
Zandile	Mbewane	Deputy Chairperson	07
Jabulani	Machi	Secretary	05
Mafiki	Mtolo	D. Secretary	03
ADDITIONAL MEMBERS			
Mthobisi	Mkhize	Additional Member	01
Khulekani	Mbotho		02
Mawethu	Gwija		09
Zwelethu	Mbotho		04
Sambulo	Chala		06
Nkosiphendule	Sigwebela		08
Mpumelelo	Mteshane		10

YOUTH COUNCIL

NAME	SURNAME	POSITION	WARD
Mafiki	Mtolo	Chairperson	03
Basil	Ntlokwana	D. Chairperson	08
Lungi	Gavu	Secretary	10
Riana	Ndonyela	Deputy Secretary	09
Nobahle	Shomela	Treasurer	07
ADDITIONAL MEMBERS			
Nobuhle	Njiyela	Additional Member	02
Zazi	Kheswa	Additional Member	01
Nomfanelo	Mjaja	Additional Member	05

Nobahle	Cwele	Additional Member	04
Khulekani	Ntunzela	Additional Member	06

CHALLENGES FACING YOUNG PEOPLE

Since our municipality is 90% rural, various challenges affect young people. These challenges are socio-economic and cultural related and have a huge negative impact in youth development. Since the office was established number of socio-economic challenges had been identified which are:

- High rate of Youth unemployment
- Lack of economic opportunities for young people (economic inactive youth)
- High rate of drug and substance abuse among young people both in-school and out of school youth.
- High rate of teenage pregnancy.
- High rate of pupil drop out in secondary education.
- High rate of young people with secondary education only, then by not have enough skills to be hired in a job market.
- Most of the young people are involved in criminal activities.
- Lack of access to tertiary education and skills colleges.
- School violence as a result of factional fighting's and cultural related ceremonies based on manhood and womanhood (amaguburha)
- Forced marriages and abductions (ukuthwala)

MUNICIPAL INTERVENTION AND PROGRAMMES IN PLACE FOR THE PAST FIVE YEARS 2010-2015

A number of activities and programmes had been implemented to deal / curb with this socio-economic stigmas. The programmes which are currently running are as a result of youth consultative sessions which include Youth Summits, Community IDP Roadshows (izimbizo) and Community inputs in government implemented consultative sessions. The programmes which are in place to address these challenges are:

- Provision of school uniforms to primary and secondary learners in every financial year.
- Provision of Tertiary Registration fees to need potential students.

- Drug and Substance abuse awareness campaigns.
- Career exhibition and school visitation programmes.
- Annual Mayoral Cup tournament
- Youth Entrepreneur skills development workshop.
- Forty (40) peer educators had been trained to deal with peer pressure.
- Assisting young people to form clubs and non-profit organisations and how to access funding (Harding Youth Society).

Formation of youth structures from ward level to municipal level with an aim of discussing and recommending programmes to deal with socio-economic related issues.

3.6.6.6 Operation Sukuma Sakhe Initiative

The Kwa-Zulu Natal Premier's Operation Sukuma Sakhe (Flagship) was launched in July 2009 as a Provincial Anti – Poverty Strategy grounded on the philosophy of an integrated Service Delivery Model. This was to ensure a broad based participation into the programme as well as to strengthen its strategic goals. Operation Sukuma Sakhe is coordinated by the Municipality and government departments but driven and led by beneficiaries i.e. the Community. On the 22nd of March 2011 the Operation Sukuma Sakhe was introduced at Umuziwabantu Municipality. The LTT (local Task Team) was formed by Senior Managers from various departments and Municipal official Coordinator. The LTT has facilitated the formation WTT (Ward Task Team), activation of War rooms (identification of ward venues where services will be rendered) in all wards, role of cadres (people like Community Care Givers, CDWs and youth Ambassadors) in conducting household profiling. The LTT will also facilitate and coordinate the rolling out of Operation Sukuma Sakhe to all Umuziwabantu wards.

3.6.6.7 Community Works Program

The community Work Program was initiated by the Second Economy Strategy Project, and initiative of the Presidency located in the Trade and Industrial Policy Strategies (TIPS), a policy research NGO. Implementation of a pilot programme to test the approach began in 2007 under the auspices of a partnership between the Presidency and the Department of Social Development, who constituted a Steering Committee and provided oversight. As a result of its performance during the pilot phase, the CWP was accepted in 2008 as a new element within the second phase of the Expanded Public Works Programme (EPWP), and provisionally located within its new 'non-state' sector. In 2009, as further lessons from the pilot emerged, it became clear that the CWP could achieve significant scale, and could also contribute to a number of key strategic goals of Government. In his state of the nation address on 3 June 2009, President Jacob Gedleyihlekisa Zuma committed Government to "fast-rack" the CWP. The primary purpose to the CWP is to create access to a minimum level of regular and predictable work opportunities for those who need it, targeting areas of high unemployment, where sustainable alternatives are likely to remain limited for the foreseeable future. In this process, the CWP's purpose is also to achieve the following:

- To provide an employment safety net, recognising that sustainable employment solutions will take time, and will reach the most marginalised last.

- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches and;
- To strengthen the economic 'agency' of people in poor areas, providing work-experience, enhancing dignity and promoting economic inclusion.

The Umuziwabantu council resolved to adopt the Community Work Program on the 30th of May 2012. The program has undergone many changes with regards to the administering and implementation. Previously it was administered through three spheres of implementing agents, but with time it was changed to one implementing agent nationally. The CWP reference committee was established during the 2013/2014 financial year and is currently functional.

3.6.6.8 Special Programs

The Special programs unit is headed by the Manager Special Programes and has one official reporting to the special programs manager, the special programmes clerk.

In terms of the institutional arrangements, this unit is placed in the office of the Municipal Manager.

The unit is responsible for the following functions:

- Implementation and management of the Operation Sukuma Sakhe initiative
- Advocating for the needs of the previously disadvantaged groups (women, children senior citizens and people living with disabilities).

Special programmes highlights during term of Council

Below are some of the highlights achieved by the special programmes unit during the current term of Council.

- Success launching of all Special Programmes forums in all wards
- Establishment and Launching of war rooms in all wards
- 8 gold medals in National Golden games
- 5 golden trophies at Provincial Golden Games
- Special Programmes Manager's appointment by the Office of the premier to be Provincial Golden Games coach
- Special Programmes Manager's appointment by the Office of the premier to be Provincial OSS facilitator
- Establishment of Wards AIDS committees in all Umuziwabantu Wards.
- Assisting Hafuleni High School increasing from 34 % in 2012 to 78% pass rate in 2013 through leaners support programmes

3.7 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

BUDGET FORECAST

The five year plan reflects the municipality's ongoing effort to provide the highest quality of service in daily operations. Thus the municipality recognized that in order for the services to be provided at the best level possible the Integrated Development Plan (IDP) must be linked to a financial plan. Furthermore, it was acknowledged that without the financial plan, the IDP would be incomplete since the financial plan will give an indication of the financial viability of the municipality.

The financial plan together with the IDP is reviewed annually as per S21 of the Municipal Finance Management Act no. 32 of 2000 and in terms of S34 of the Municipal Systems Act no. 32 of 2000 taking into account the realistic revenue and expenditure projections for future years. This annual review is as a result of the relevant regulations and the financial commitments and priorities which differ from year to year.

The Umuziwabantu Municipality budget has been prepared in terms of Chapter 4, section 24 of the Municipal Finance Management Act, no 56 of 2003, as well as outcomes and outputs based on the following IDP priorities:

Basic Service Delivery
Municipal Institutional Development and Transformation
Local Economic Development and Social Development Issues
Municipal Financial Viability and Management
Good Governance and Public Participation
Cross Cutting (Spatial Analysis, Environmental Management, Disaster Management).

Operating and Capital Budget Estimates

The five year financial plan includes an Operating Budget as well as the Capital Investment Programmes per source of funding for the Medium Term Revenue and Expenditure Framework ending June 2018 (5 years starting from 2013/2014 to 2017/2018). The estimates are guided by a National Treasury Circular 74.

x

x

X

X

Capability of the Municipality to Execute Capital Projects

The Umuziwabantu Municipality funds its capital projects from MIG, Small Town Rehabilitation and own revenue. The total of RXXXXX (MIG), R XXXX (Small Town) and RXXXXX funded by own revenue. Currently the position of Director Technical services, Director Corporate services and Director Planning and development are vacant however there are acting personnel in all vacant posts. Interviews have been conducted for the two Directors (Technical and Corporate Services) we envisage that these two positions shall be filled before end of the financial year (2014/2015). The municipality is in the process of appointing a panel Consulting Engineering firms over a period of 3 years to assist with the Project Management for all capital projects.

Indigent Support (Including Free Basic Services)

The social packages are assisting households that are poor or destitute and those that are having limited ability to pay for services .To receive these free services households are required to register in terms of the Municipality Indigent Policy. During 2014/2015 financial year the municipality reviewed indigent register as required by the indigent policy. The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

Revenue Enhancement and Protection Strategies

The financial policy of Umuziwabantu Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of the municipal services for the community of Umuziwabantu. It is the goal of the Municipality to achieve a strong financial position with the ability to survive local and regional economic impacts, adjust effectively to the community's changing service requirements, and manage the municipality's budget and cash flow to the maximum benefit of the community and provide a high level of protective services to assure public health and safety.

Umuziwabantu Municipality's financial policies will address the following goals:

- To keep the municipality in a financially sound position in both long and short term.
- Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations.
- Apply credit control policies which maximize collection while providing relief for the indigent; and recognizing the basic policy of customer care (service level standards) and convenience.
- Maintaining existing infrastructure and other capital assets.

FINANCIAL MANAGEMENT POLICIES

BUDGET POLICY

- The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer confirms the municipality's priorities in the formulation of the draft and the final budget document.

- A budget, as per S71 of the MFMA, is subject to monthly control and reporting to Council with recommendations of action to be taken to achieve the budget's goals. The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project.

CREDIT CONTROL POLICY

- This policy together with the relevant work procedure manuals provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts, etc. Umuziwabantu Municipality annually revises policy as well as the related bylaws and approved the revised policy together with the annual budget approval.

  The principles supported in this policy are:

  The administrative integrity of the municipality must be maintained at all costs. The democratically elected councilors are responsible for policy making, while it is the responsibility of the accounting officer to ensure the implementation of these policies. Consumers are required to fill in an application form, requesting the municipality to connect them to the main service supply lines.

INDIGENT POLICY

- The criteria for benefits under this scheme are part of the credit control policy. An indigent register is maintained in order administer indigent support. The application forms to qualify for the indigent support must be completed annually. The Municipality may annually, as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy, but subject to principles of sustainability and affordability.

- An indigent customer shall automatically be deregistered if verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request deregistration.

- This process is done through SUKUMA SAKHE (War Rooms) where all the applicants are profiled.

TARIFF POLICY

- The purpose of this policy is to ensure that a uniform tariff is applied to the municipal area of jurisdiction. The policy is updated and sent for public comment annually to conform to latest legislation requirements.

RATES POLICY

- This has been implemented with the Municipal Property Rates Act with effect from 1 July 2009. Policy is reviewed annually when the draft budget is submitted for public comments.

FREE BASIC SERVICES

- Indigent households receive 50 KWH of electricity free each month. Refuse for these low income areas are raised and credited from equitable share. Rates on properties below a certain value receive a 100% rebate.

INVESTMENT POLICIES

- Every municipal council is required in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of to approve a Cash and Investments Policy for the Council. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being immediately required. For this to be achieved, it is essential to have an effective cash flow management program. Before any monies can be invested, the Chief Financial Officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up.

- Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation.The Minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest:

a) Deposit with banks registered in terms of the Banks Act, 1990 (Act No.94 of 1990);
b) Securities issued by the National Government;
c) Investments with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No. 46 of 1984);
d) A Municipality's own stock or similar type of debt;
e) Bankers, acceptance certificates or negotiable certificates of deposits of banks; Long term securities offered by insurance companies in order to meet the redemption.

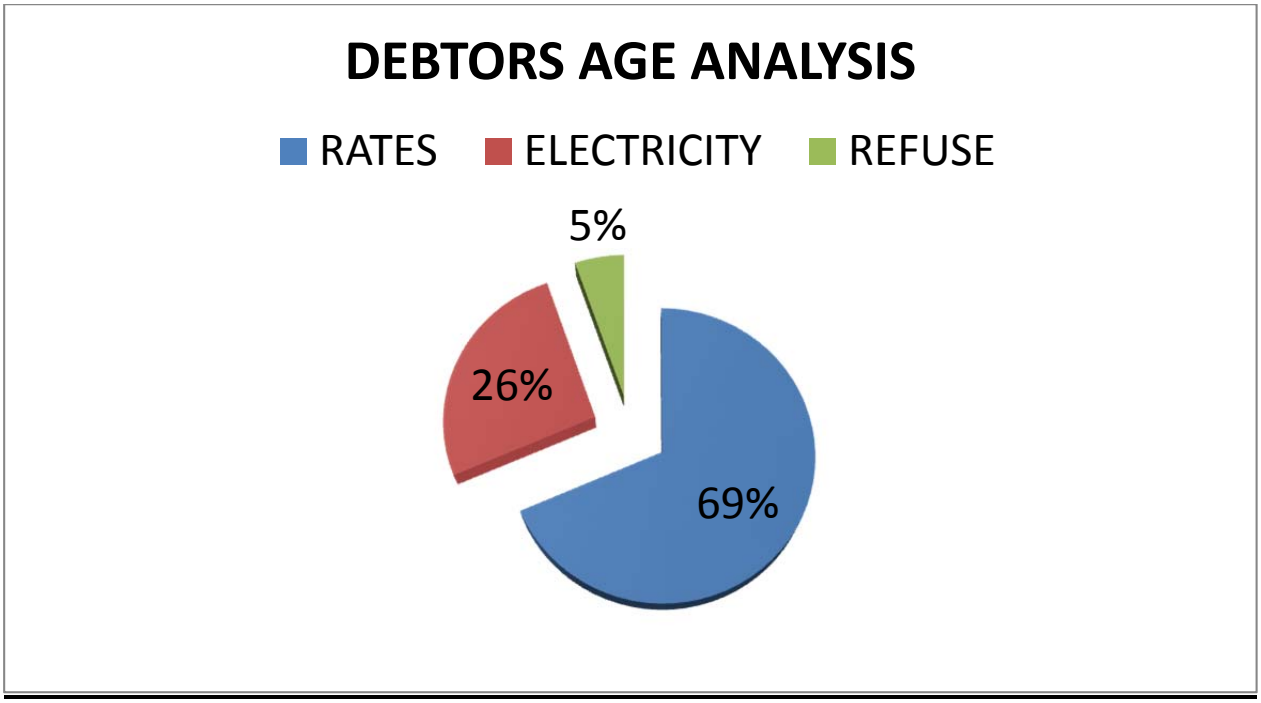
The following are some of the more significant programmes that have been identified:

a) Ensure continued compliance with GRAP
b) Audit /inspection of electricity meters
c) Replacement of faulty meters
d) Maintain and update valuation roll
e) Management of prepaid data base
f) Efficient vending of prepaid electricity
g) Annual Reviewing of budget related policies
h) Updating of Fixed Assets Register
i) Enable a greater awareness of the Municipal Property Rates Act
j) Accurately Billing customers on a regular basis(Data Cleansing exercise, Indigent register maintenance, Improved Debt Collection procedures, Affordable Tariff Setting, disconnections)
k) Expenditure analysis and reduction

Municipal Consumer Debt Position

Debtors: The total debt owed to the municipality as at the end of December 2014 was R10, 5 mil stratified as per the below schedule. The table presented below summarizes the Debtors Age Analysis as at 31 December 2014.

Debtors age analysis summary by service					
Description	**0-30 days**	**60 days**	**90 to 180 days**	**INTEREST**	**TOTAL**
					-
Rates	196 341.66	442 324.12	4 588 253.38	1 975 086.82	7 202 005.98
Electricity	1 407 306.18	739 019.22	593 206.79		2 739 532.19
Refuse	119 191.32	89 469.66	358 131.00		566 791.98
Total	**1 722 839.16**	**1 270 813.00**	**5 539 591.17**	**1 975 086.82**	**10 508 330.15**
	16%	**12%**	**53%**	**19%**	**100%**
CATEGORY	**0-30 days**	**60 days**	**90 to 180 days**	**INTEREST**	**TOTAL**
Agriculture	-31 409.87	2 694.02	301 031.47	59 840.47	332 156.09
Commercial	662 125.93	276 943.50	686 892.40	233 530.31	1 859 492.14
Government	246 254.32	312 084.00	958 522.02	243 692.71	1 760 553.05
Industrial	52 703.38	42 477.33	244 210.78	71 519.61	410 911.10
Municipal	-	-	-	-	-
Place of Worship	2 880.08	10 689.17	16 419.95	633.39	30 622.59
Residential	790 285.32	625 924.98	3 332 514.55	1 365 870.33	6 114 595.18
Total	**1 722 839.16**	**1 270 813.00**	**5 539 591.17**	**1 975 086.82**	**10 508 330.15**



Grants and Subsidies

For financial year 2015/2016 this municipality will receive RXXXXXXXX for Government grants and subsidies.

Municipal Infrastructure Assets and Maintenance

The Municipality must ensure that the asset management system is fully implemented and functional. There is a need for the municipality to identify all the unutilized assets so that they can be disposed of. The status of the asset register review process and asset verification starts towards the end of January every financial year. This is an ongoing process that is now done in-house by Umuziwabantu Municipality and consultants are only called in for a review to ensure we comply with required standards. The municipality will appoint an Asset Clerk.

The Municipality is utilizing computerized asset management software and is already in the process of investigation, identification and implementation of suitable integrated asset management system. This will also include the capture of all assets onto the system, the maintenance of this system and the production of a complete asset register in terms of GRAP requirements.

All assets are maintained through repairs and maintenance budget. Also we have ensured all municipal Infrastructural assets. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. During the compilation of the 2015/2016 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure. Repairs and Maintenance has increased by XXXX percent in the 2015/2016 financial year. The budget allocated for repairs and maintenance is RXXXXXXXX for 2015/16 financial year.

6.7 Current and Planned Borrowings

None

6.8 Employee Related Costs (Including Council Allowances)

The Employee related costs is estimated RXXXXXX. The remuneration of councilors accounts for RXXXXXXXXX of the budget.

BUDGETS
National Treasury has published draft budget and reporting regulations in accordance with the relevant provisions of the MFMA. This resulted in the organogram changes of finance directorate in order to effectively deal with those budget regulations. Umuziwabantu Municipality complied with these regulations from the inception and will maintain full compliance in the 2015/16 financial year. Umuziwabantu Municipality complied with the National Treasury Budget and Reporting Regulation formats introduced in 2010/11. The municipality is aware that there is a project called Standard Chart of Accounts (SCOA) planned by National Treasury to be implemented in the 2016/17 financial year.

SCOA As part of the SCOA classification process perfect alignment between the Municipal Budget and Reporting Regulations and specimen annual financial statements will facilitate the compilation of an appropriation statement and ensure compliance to the Standards of GRAP 24.

The following are additional benefits of SCOA
Improve LG sphere's ability to deliver basic services to all through:

a) Improved financial sustainability
b) Facilitation of medium term planning and policy choices on service delivery

The SCOA shall achieve this by formalizing financial classification norms and standards.
This shall, in turn, improve:

a) Credibility, Sustainability, Transparency, Reliability, Relevance; and
b) Comparability of budgets and in year reports of municipalities and municipal Entities

Forms part of MFMA financial management reforms and is directly aligned to the MBRR and in-year reporting framework (Section 71 and 72 reporting)

a) Contributes to evidence-based financial management and decision-making
b) More predictable financial classification system for financial practitioners

AUDITOR-GENERAL'S REPORTS

For any investor to invest in any area, they need to see the municipality is financially disciplined. They want to see that their investments will be protected and then obviously profitable. This includes adherence to statutory requirements, the assurance that the financial statements are prepared timeously and a good record of unqualified reports. Indeed Umuziwabantu Municipality has displayed all of these and for seven consecutive years has produced unqualified financial statements (2007/08 – 2013/14). This Municipality is confident that for the 2014/15 financial year as well they will indeed be issued with another unqualified report by the Auditor General. In addition, the municipality has targeted and is working towards obtaining a clean audit administration by 2015. The Umuziwabantu municipality has significantly improved its financial liquidity in the past two years.

SWOT ANALYSIS

Supply Chain Management (SCM)

The municipality has established all three SCM Bid committees and they are fully functional.
However there are slight challenges since tight schedule of meetings. Currently the SCM policy is being implemented.

Financial Viability and Management: SWOT Analysis

Opportunities	Threats
▪ Implementation of Municipal Property ▪ Rates Act ▪ Internship programme made available through funding from FMG ▪ Implementation of enabling legislation (Municipal Systems Act, National Credit Act)	▪ Unfunded mandate (e.g. library, landfill site) ▪ (note to strategy: In terms of Constitution – library functions does not fall within the ambit of local municipalities) ▪ High staff turnover ▪ Economic Recession

The main budget in the 2015/16 financial year is committed to service delivery. The above graph shows XX% of cash resources allocated to economic and environmental activities. The main objective with this allocation this objective is to upgrade roads and storm water services which enhance the economy in the area and create job opportunities.

TOTAL MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK

XXXXXXXXXXXxGRAPH

The above graph shows that XX% of the budget is allocated to funding the Roads Master Plan and the Energy Master Plan of the municipality to enhance the economy in the municipal jurisdiction. To improve the life of the community as whole, Community and Public Safety are allocated XX% which is dedicated to ensure a crime is prevented town, parks and street verges are maintained to ensure there is a clean environment. For continued success Governance and Administration of the municipality XX% of the total budget was set aside. The economic and environmental services is allocated XX% of the total budget in the MTREF, this assures that the planning services and the local economic development initiatives are supporting internal and external mechanisms of enhancing economic activities and attracting investments nationally and internationally.

F2. SECTOR ALIGNMENT

F2.1 SECTOR DEPARTMENTS MTEF 2013-2016

SECTION G: ANNUAL OPERATIONAL PLAN

Umuziwabantu Municipality's Service Delivery and Budget Implementation Plan (SDBIP) details the implementation of service delivery and the budget for the financial year in compliance with the Municipal Finance Management Act(MFMA),

2003 (Act 56 of 2003). The SDBIP serves as a contract between the administration, the Council and the community, expressing the objectives set by the Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services. The scorecard from which the SDBIP emanates has been approved by the Council. Both the scorecard and the SDBIP report on all the key performance indicators:

· Municipal Transformation and Institutional Development Service Delivery and Infrastructure Development
· Local Economic Development
· Good Governance and Public Participation
· Financial Management Viability The process towards the development of the 2015/2016 SDBIP will take into consideration the legislative requirement as per the MFMA. Further to the credibility of the information the following processes will be undertaken:

· Engagement with the departments on the current performance and proposed adjustments.
· Development of systems descriptions for each SDBIP indicator as per National Treasury's requirements.
· Signed off by the Heads of Departments for the adjusted budgets against the indicators and systems descriptions.
· Presentation of the SDBIP to the Municipal Manager for input before its final adoption.

3.8 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.8.1 IGR Structures operating in Umuziwabantu

Inter-governmental relations' refers the relationships between the three spheres of government. The South African Constitution states, 'the three spheres of government are distinctive, interdependent and interrelated'. Provincial and local government are spheres of government in their own right, and are not a function or administrative implementing arm of national or provincial government. Although the three spheres of government are autonomous, they exist in a unitary South Africa and they have to work together on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005 – 'the IGR Act') establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations, and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

The Act further provides for structural and institutional framework for national, provincial and local governments to coordinate their actions towards common goals,

in particular the implementation of policy, programmes and development priorities for the country as a whole.

CHAPTER 3, Section (h) of the RSA Constitution state that:
All spheres of government and all organs of the state within each sphere must co-operate with one another in mutual trust and good faith by-

(a) Fostering friendly relations
(b) Assisting and supporting one another
(c) Informing one another of, and consulting one another on matters of common interest;
(d) Coordinating their actions and legislation with one another
(d) Adhering to agreed procedures; and
(f) Avoiding legal proceedings against one another

Inter-Governmental Relations Structure and Participation

Umuziwabantu municipality is participating in the following district coordinated structures:

- District Intergovernmental Relations Forum
- Speakers Forum
- Municipal Managers Forum
- Chief Financial Officers (CFOs) Forum
- HR Managers Forum: HR managers of each municipality comprise this forum
- Skills Development Facilitators forum: This forum includes HR Managers and Skills Development Practitioners of the municipalities
- Disaster management forum
- LED Chairpersons Forum
- Planners forum: this forum includes IDP managers and Development Planners

The Provincial Co-ordinated structures that the municipality participates in are as follows:

- The Premier's Coordinating forum (Mayor)
- COGTA Technical Munimec (Municipal Manager)

3.8.2 Municipal Structures

Umuziwabantu has launched the following structures:

SPECIAL FOCUS GROUPS

GENDER, PEOPLE WITH DISABILITIES AND YOUTH

Group	Programme	Long Term Goals	Budget	Time Frame
HIV/AIDS	Council re-established	Empowerment and skills		Done
PEOPLE WITH DISABILITIES	Forum has been Established	Empowerment and skills	R750 000	Done
YOUTH	Youth Forums and Youth Council	Empowerment, education and skills development		Done
YOUTH	Sports Council (interim)	Empowerment and skills (outreach programme)		Done
SENIOR CITIZENS	Forum has been Established			Done
WOMEN	Forum has been Established	Empowerment and skills		Done

The current Municipal Council was inaugurated on the 1st June 2011. The council has both the legislative and the executive powers. It is chaired by the Speaker, his as duties are listed in municipal delegations are: In accordance with Council resolution of 1st June2011, Council delegated some powers to the Executive Committee with an exception of those expressly excluded by law. Some of these exclusions include:

- The passing of by-laws;
- The approval of budgets;
- The imposition of rates and other taxes, levies and duties;
- The raising of loans.
- Setting of tariffs;
- Entering into service delivery agreements in terms of section 76(b) of the Municipal Systems Act;
- Appointment of the Municipal and section 56 managers; and
- Approval or amendment of the Integrated Development Plan

PORTFOLIO COMMITTEE	TERMS OF REFERENCE
FINANCE; BUDGET CONTROL	Municipal finance including billing;

ANDCORPORATESERVICES.	Municipal rating and taxation; Municipal insurance; Municipal banking and investments; Loans and governmental subsidies; Grants in aid Labour Relations; Occupational Health and Safety.
COMMUNITY SERVICES	Squatting; Groups with special needs (youth; women; elderly and the disabled); Street Vending; Education, crèches, welfare in general and religious services; HIV and AIDS; Business licensing; Cemeteries and crematoria; Refuse removal, refuse dumps and solid waste disposal; Cleansing, road and storm water maintenance; and Building maintenance Disaster management Traffic services Fire fighting services.
PLANNING; LED; HOUSING AND INFRASTRUCTURE	Local economic development; Promotion of industrial development; Land matters; Rendering of basic services; Electricity and gas reticulation; Storm water management systems in rural and urban areas; Capital roads items and construction; Storm water capital items; Housing Projects; Housing development; and Housing Projects administration.
IDP FORUM	Coordinate and facilitate IDP Projects; Debates and review IDP objectives ; Integrates pectoral and other stakeholders strategic plans; Propose recommendations to both EXCO and Council; Integration and formulation of projects

Human Settlement Forum	Housing development; and Housing Projects administration
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	Examines: audit reports, reports issued by the Auditor General on the affairs of the municipality; any financial statements referred by Council; the annual report on behalf of council and make recommendations. Also the committee reports to council on the Following: develop the annual oversight report based on the annual report. Initiate any Investigation in it area of competency. Perform any function assigned to it by resolution of Council.

3.8.3 Internal audit and the Audit Committee

In terms of the Municipal Finance Management Act (MFMA) and the Audit Committee Charter, the Audit Committee has to audit the municipality on quarterly bases.

The municipal's audit committee includes four external independent members. None of the members are Councillors or employed by the municipality. The committee is fully functional and submits its report to the municipality for inclusion in the Annual Report. The municipality has also employed an internal auditor, whose functions are:

- To manage the internal Audit functionality
- To coordinate specific processes to support the formulation of the Audit Plan and program.
- Monitoring compliance and conducting investigations to determine the extent of variation or non-conformance to statutory requirements, policies and procedures.
- Preparing and presenting comments and opinions and providing guidance on the interpretation of principles to enable re-alignment of functions and responsibilities.
- Ensuring that the activities of the Municipality are conducted and concluded in a credible manner.

3.8.4 Status of Municipal Policies

Bursary policy	Adopted
Records management policy	Adopted
Employment practice	Adopted
HR policy / Attendance and punctuality	Adopted
HR Policy / EE policy	Adopted
Training and development	Adopted
ULM HRD policy	Adopted
Municipal law making	Adopted
Delegations framework	Adopted
Umuziwabantu Delegations register	Adopted
Grievance policy	Adopted
Land policy	Adopted
Lease framework	Adopted
Norm and standards	Adopted
Skills retention	Adopted
EEP Grievance	Adopted
Municipal meetings and meetings procedures	Adopted

3.8.5 Municipal Bylaws

Municipal bylaws are public regulatory laws which apply in a certain area of jurisdiction. The Umuziwabantu Council gets its power to pass laws through the South African Constitution, which specifies what things may be regulated through by-laws within its jurisdiction.

Municipal by-laws are no different than any other law of the land, and can be enforced with penalties, challenged in court and must comply with other laws of the land, such as the country's constitution. Municipal bylaws are often enforceable through the public justice system, and offenders can be charged with a criminal offence for breach of a bylaw. Common bylaws include vehicle parking and stopping regulations, animal control, building and construction, licensing, noise, zoning and business regulation, and management of public recreation areas

The Umuziwabantu Municipality passed and reviewed the following by-laws:

Reviewed

- Standing rules and orders
- Outdoor advertising
- Storm water management
- Refuse removal and disposal
- Public amenities
- Naming and renaming of public amenities

Adopted

- Pound
- Street trading
- Business licensing

3.8.6 Public Participation Analysis

The Municipal Systems Act puts emphasis on the legislative obligations for municipalities in respect of community participation. The Act has dedicated Chapter four and various other references to Community participation throughout the Act.
Umuziwabantu Municipality conforms to the Municipal Systems Act No 32 of 2000 in terms of Section 16 (1) (a) which promotes public participation. As part of the municipal public participation, the municipality held IDP focus group sessions focusing on the five National Key Performance Areas. The focus group sessions seeks to encourage public consultation and redressing of key service delivery issues thus strengthening the council's partnership with the citizens. The Focus group sessions are hosted in conjunction with UGu District Municipality and all other sector departments which aim to advance the lives of our communities.
However the municipality does not have a public participation policy in place, which will be a guiding tool towards ensuring effective public participation. The municipality

is currently utilising the office of the speaker to coordinate public participation functions which limit the effectiveness and efficiency of community involvement in government planning and performance monitoring.

Public Participation takes place through different forums, meetings and gatherings. The IDP Representative Forum is the main platform used to discuss developmental challenges facing the municipality and interventions for overcoming such challenges. The Municipality has concluded the draft Communication strategy and is yet to be table the document to the Management committee.

The Municipality under the leadership of the Speaker held ten election processes in all respective wards to elect members of the ward committees. Ward committee structures are fully functional in all wards and reports and resolutions are forwarded to the office of the Speaker on a monthly basis for implementation purposes. However, ward committee are faced with some challenges with make it difficult for them to function efficiently and effectively such as, the lack of regular capacity building initiatives and the lack of administration resources.

3.8.7 Good Governance and Public Participation SWOT Analysis

STRENGTH	**WEAKNESSES**
Strong leadership All senior positions are filled High levels of compliance municipal legislations Political stability	Poor attendance of meetings by the public No public comments on municipal documents that require public comments Lack of communication
OPPORTUNITIES	**THREATS**
Public meetings for two way communication	Service delivery protests misunderstanding

EMERGING ISSUES FROM THE ANALYSIS

- Poor socio economic development
- Lack of skilled human resource / workforce
- No communications personnel
- No communication strategy in place

- Poor alignment between District public participation strategy and the municipal public participation strategy which is not yet in place

CHAPTER FOUR: VISION, GOALS OBJECTIVES AND STRATEGIES

4.1 Umuziwabantu Municipal Vision and Mission statement.

UMUZIWABANTU MUNICIPAL VISION
To be a preferred investment destination with superior, sustainable and people centred service delivery.

UMUZIWABANTU MISSION STATEMENT
To create an environment that boosts investor confidence by providing strong decisive leadership, thereby creating jobs and improving the quality of life.

4.2 Strategic Objectives

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT
GOAL: 1.1 RESPONSIVE AND CAPACITATED LOCAL GOVERNMENT

STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
S.O 1.1 Promote participative, facilitative and accountable Governance.	**S 1.1** OPMS reviews and reporting	▪ Quarterly reports presented to EXCO
	S1.2 Development of the Annual Report	▪ Annual Report tabled to Council by 25 January
	S1.3 OPMS Reviews (SDBIP)	▪ Adopted Mid-Term performance report by 25 January.
	S 1.4 To ensure that the organizations finances are managed sustainably	▪ Produce Quarterly Internal Audit reports submitted to Audit Committee
	S1.5 Prepare Annual Performance Information to AG, Cogta and Treasury by 31 August	▪ Submission of the adopted Annual Performance
GOAL: 1.2 HUMAN RESOURCE DEVELOPMENT		
S.O 1.2 Insure a capacitated staff complement.	**S1.5** To ensure employment of equity target groups in the 3 highest levels of management.	▪ Number of employment of equity target groups.
	S1.6 To ensure expenditure of the municipality's budget spent on Workplace Skills Plan.	▪ % Municipal budget spent on implementing WSP.
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT		
GOALS 2.1 IMPROVE ACCESS TO BASIC SERVICES FOR ALL COMMUNITIES.		
S.O 2.1 To ensure proper management and maintenance of the	**S. 2.1.1** Develop and implement an Asset Maintenance	▪ Adopted Asset, Maintenance and rehabilitation plan.

existing infrastructure	and Rehabilitation Plan	
S.O 2.2 Provision of low cost housing	**S 2.1.2** KwaMbotho rural housing	▪ Number of houses built
	S2.1.3 KwaFodo rural housing	▪ Number of houses built
	S2.1.4 MaZakhele Phase 3	▪ Number of houses built
	S2.1.5 KwaJali Phase 2 rural housing	▪ Number of houses built
	S2.1.6 KwaMachi Phase 2	▪ Number of houses built
S.O 2.3 To ensure investment on infrastructure development and service delivery	**S2.1.7** Construction and Rehabilitation of Tuner and Shepstone Roads	▪ Number of KM's of roads constructed
	S2.1.8 Upgrade of municipal Land Fill site	▪ Completion date
	S2.1.9 Construction of Phumza community hall in ward 10	▪ Date of completion
KPA: LOCAL ECONOMIC DEVELOPMENT		
GOAL 3.1 VIBRANT ECONOMIC DEVELOPMENT AND QUALITY SERVICES		
S 3.1 To establish economic growth and development in all economic sectors with particular focus agriculture ,tourism & manufacturing	**S3.1.1** Local Economic Development and promotion	▪ Date of adoption of the LED reviewed strategy by council by 30 July 2015
	S3.1.2 Develop a municipal LED Funding policy	▪ Date of adoption of the reviewed funding policy
	S3.1.3 Provide capacity building through training	▪ Number of training programmes attended SMME's/CO'OPS
	S3.1.4 Job creation & poverty alleviation	▪ The number of local jobs created through the Municipality's local, economic development initiatives, including

		capital projects. ▪
	S3.1.5 EPWP	▪ The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.
KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT		
GOAL: 4.1 IMPROVED AND NEW REVENUE STREAMS		
S 4.1 To ensure that the organization's finances are managed sustainably	**S4.1.1** Ensure annual cash flow management	▪ Submission of monthly statement of cash out flows and cash In-flows to Treasury by date
	S4.1.2 Implement proper Creditors & Payments Administration	▪ Percentage of invoices paid within 30 days from the receipt by creditors
	S4.1.3 The municipality ensures preparation of budget and compliance with all legislative requirements	▪ Date of approved Draft budget by 31/03/2016
S.O 4.2 To enhance revenue base and ensure financial viability and management	**S4.1.4** Generate Monthly Billing reports	▪ Number of Month end Billing Report generated by date
	S4.1.5 Improve Debt Collection (revenue Enhancement)	▪ % Reduction of the debtors book by date
S.O 4.3 To ensure a maximization of the municipality's resources in a sustainable manner	**S4.1.6** Continuous Update of asset register	▪ Updated GRAP compliant FAR on a monthly basis
	S4.1.7 Ensure compliance with Sec 71 & 72 Reports, National Treasury Reports & Statutory	▪ Monthly S 71 and In Year Monitoring Returns submitted by legislated deadline

	Returns.	
	S4.1.8 Produce S72 report and submit to Council for adoption	▪ section 72 report is submitted to council not later than 20/01/2016
S.O 4.4 To ensure that the organization's finances are managed sustainably	**S4.1.9** the municipality ensures preparation of budget and compliance with all legislative requirements	▪ Prepare budget for 2016/17 financial year
	S4.1.10 Preparation and submission of annual financial statements to auditor general	▪ Prepare annual financial statements and submit to Auditor General
KPA: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION		
GOAL 5.1: IMPROVE CUSTOMER SATISFACTION LEVELS		
S.O 5.1 To develop a strong institution to support consultative and participatory local governance	**S5.1.1** Ensure ward committees are functional	▪ Number of Ward Committee meetings reports anticipated
	S5.1.2 Mayoral led IDP/Budget IZIMBIZO	▪ 10 IDP/Budget IZIMBIZO
S.O 5.2 To provide a platform for wide range of economic and social choices and opportunities for youth in building unity and cohesion	**S5.1.3** Support of young people through Provision of tertiary registration.	▪ Final date of approval of beneficiary list by council/Committee. ▪ (Semester 1) ▪ (Semester 2)
S.O 5.3 COMMUNITY & SCHOOL SUPPORT PROGRAM	**S5.1.4** To organize Career Exhibition in partnership with DoE	▪ Number of Schools Attending Career Exhibition
	S5.1.5 Awareness campaign on Drug and Substance abuse.	▪ Number of planned campaigns

	S5.1.6 Convening of the youth seminar to properly plan youth programmes	▪ Date of the Youth Seminar
S.O 5.4 To ensure Prioritization of needs of the vulnerable groups	**S5.1.7** Organise campaigns to fight the scourge of HIV and AIDS	▪ Number of planned campaigns (HIV and AIDS)
	S5.1.8 Facilitate and coordinate Gender Programme	▪ Number of planned programmes
	S5.1.9 Implementation of and monitoring of Operation Sukuma Sakhe programmes	▪ Submission of reports to DTT & LTT (Operation Sukuma Sakhe
S.O 5.5 Improve the Municipal Audit opinion and Accountability	**S5.1.10** Approved and implemented Audit plan	▪ Number of internal audit reports for submission to Audit Committee
	S5.1.11 Internal Audit to produce performance reports and submitted to Audit Committee	▪ Number of internal audit reports on performance to be submitted to AG
KPA: CROSS CUTTING INTERVERNTIONS (SPATIAL, ENVIRONMENT DEVELOPMENT & DISASTER MAN.)		
GOAL: 6.1 OVERCOMING THE SPATIAL DIVIDE THAT EXISTS BETWEEN URBAN AND RURAL COMMUNITIES		
S.O6.1 Integrated land Management & spatial Planning initiatives	**S6.1.1** Completion of the Spatial Development Framework	▪ Date of completion
S.O 6.2 Implementation of the land use management	**S6.1.2** Completion of municipal LUM SCHEME	▪ Date of completion
S.O6.3 To vigilantly plan and manage unforeseen natural disaster.	**S6.1.3** Establishment of a disaster sector plan	▪ Date adoption of disaster sector plan
	S6.1.4 Review of Disaster	▪ 30 June 2016

	Management Plan	
	S6.1.6 Date adoption of the waste management plan by Council.	▪ 30 September 2015

CHAPTER 5

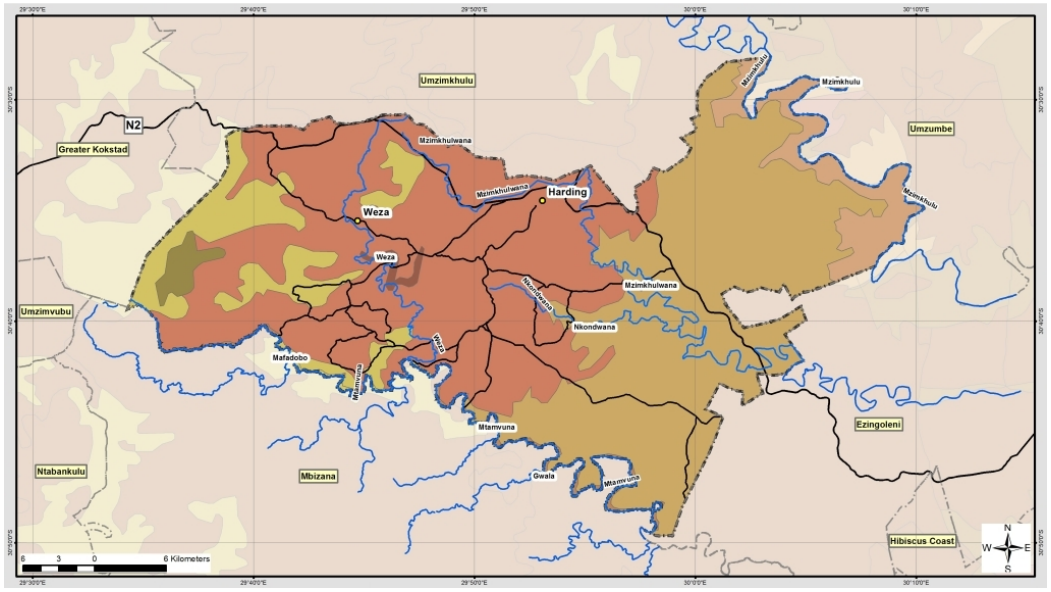
STRATEGIC MAPPING

5.1 ENVIRONMENTAL SENSITIVE AREAS

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

Geology & Typology

The geology of Umuziwabantu Municipality is diverse and these geology types such as basalts, granites, sandstones, shale and tiilities influence the topography and scenary of the area. The shales are usually strong and are easily erodible once exposed which is a problem.

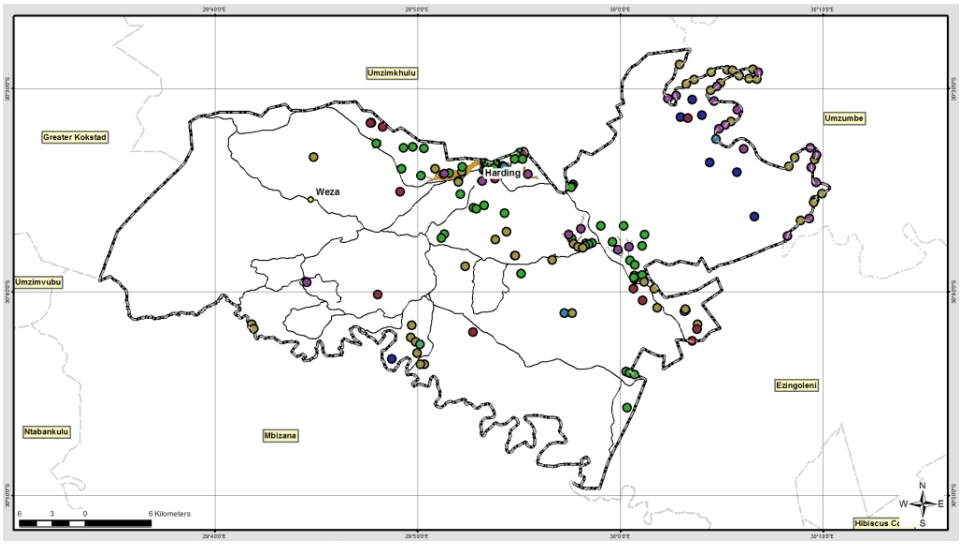


Drainage & Surface Water Features

Umuziwabantu Municipality has five major rivers viz. Umtamvuna, Umzimkulu, Mzimkulwana River, Nkondwana and Weza River. The proximity and susceptibility of anthropogenic intereference from irrigated agriculture and commercial forestry and subsequent the industries such as the saw and sugar mills, pulp and paper factories have cause the conditions of the rivers to be degraded.

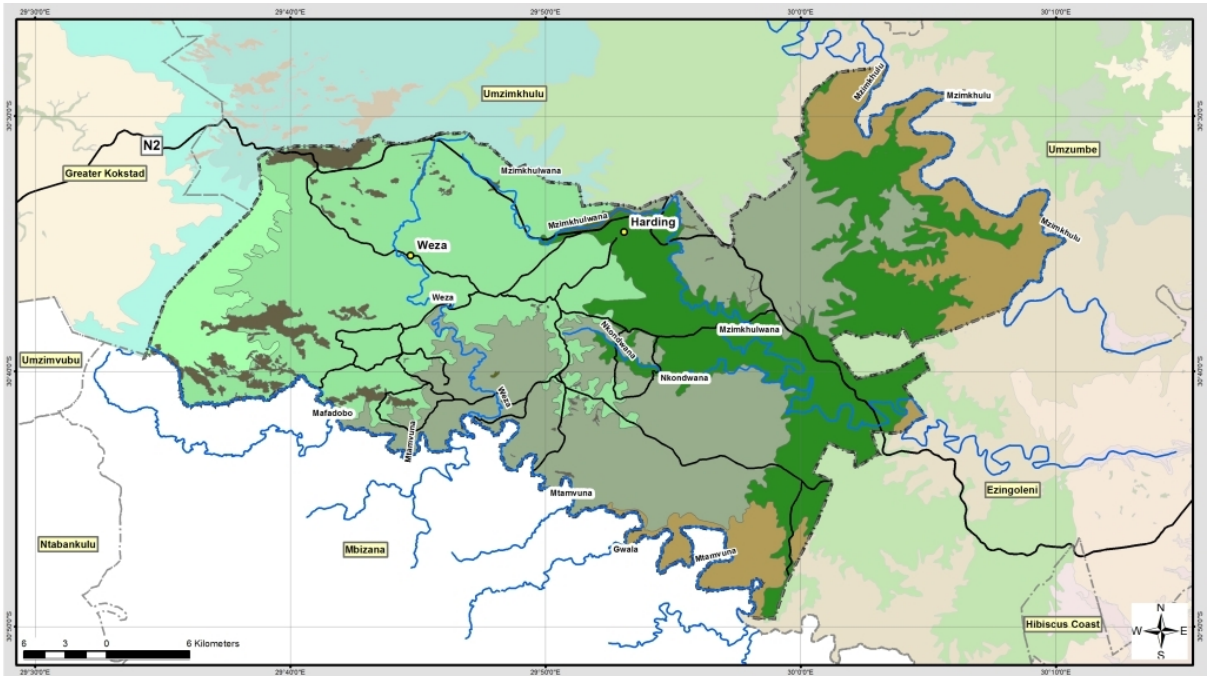
Wetlands

There are a number of wetlands which have been identified across the municipal jurisdiction as per map below:



Vegetation Types

Due to heavy rainfall in the area and the diversity in landscape features have created a variety of moisture environments and vegetation types in Umuziwabantu. The vegetation type map is shown below (Map..) and is described in a Table.



Source: SANBI, MBSP Vegetation Types 2006

VEG TYPE NAME	SANBI CODE	BIOME	CONSERVATION STATUS	DISTRIBUTION
Drakensberg Foothill Moist Grassland	GS 10	Grassland	Least Threatened	Gently sloping valley bottoms.
Dry Coast Hinterland Grassland	GS 19	Savanna	**Vulnerable**	Undulating plains and hilly landscape mainly associated with drier coast hinterland valleys.
Midlands Mistbelt Grassland	Gs 9	Grassland	**Endangered**	Hilly and rolling landscape mainly associated with a discontinuous east-facing scarp formed by dolerite intrusions.
Moist Coast Hinterland Grassland	Gs 20	Grassland	**Endangered**	Rolling and hilly landscape.
Eastern Valley Bushveld	SVs 6	Savanna	Least Threatened	Steep north-facing slopes.
Eastern Mistbelt Forest	FOz 3	Forrest	**Endangered**	Low-altitude scarps.
Freshwater Wetlands: Eastern Temperate Wetlands	AZf 3	Wetland	**Vulnerable**	Flat landscape of shallow depressions.
Freshwater Wetlands: Subtropical Freshwater Wetlands	AZf 6	Wetland	**Vulnerable**	Along edges of often seasonal pools in Aeolian depressions as well as fringing alluvial backwater pans or artificial dams.
Alluvial Wetlands: Temperate Alluvial Vegetation	AZo	Wetland	**Vulnerable**	Shallow depressions, often found on old alluvial terraces of rivers.

Land Degradation

The land degradation in Umuziwabantu is impacted by the settlement patterns, farming and commercial plantation activities. Supplementary factors contributing to land degrading is according to SEA Status Quo Report – August, 2010.

5.2 DESIRED SPATIAL OUTCOMES

The Municipality as looked at a long-term strategic framework which will give guidance in the direction to take for the development of the municipality for the next twenty five years. This is will then give guidance to the short-meduim term development programme outlined in the IDP. The long term development framework has a strategic intent to describing the municipal desired special outcomes by identifying various concepts which will contribute in shaping this vision.

In unpacking the Umuziwabantu's vision its people's centred through ensuring that high level of service delivery is required in order to attract investment and economic development as a result improving employment rate and quality of life.

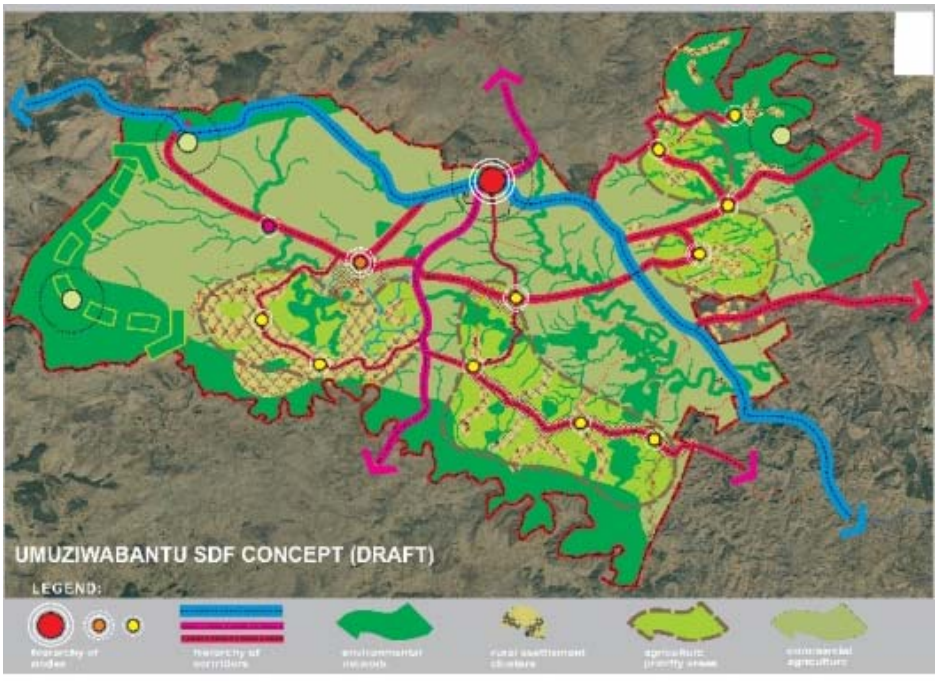
Primary goal of SDF

There are four primary goals that have been identified which form the mainframe of strategy framework. These are informed by a set of normative principles and spatial planning concepts . These four goals are as follows:

Long Term Spatial Development Concept

The concept has been inform by a number of principles identified and expresses the key spatial structuring components to inform the spatial strategies and therefore being transformed to a detailed Spatial Development Framework. The core principles were:

- Hierarchy of nodes
- Hierarchy of corridors
- Environmental Network
- Commercial /Intensive Agriculture
- Urban Area
- Rural Settlements
- Agricultural Priority Areas



5.3 DESIRED SPATIAL FORM AND LAND USE

The desired special forma and

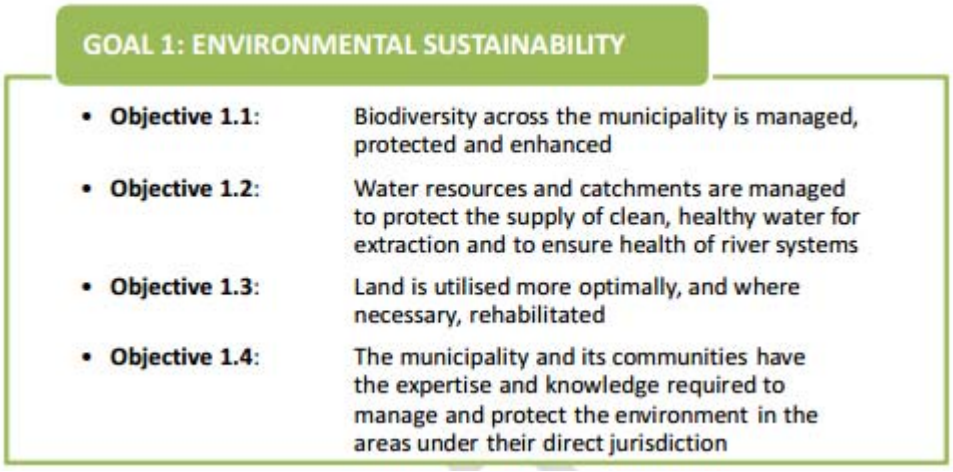
land use is informed by the core strategies which inform the SDF. As mentioned the four primary goals were as follows:

- Goal 1 : Environmental Sustainability
- Goal 2: Sustainable Human Settlements
- Goal 3: Inclusive Economic Development
- Goal 4: Effective Land Administration

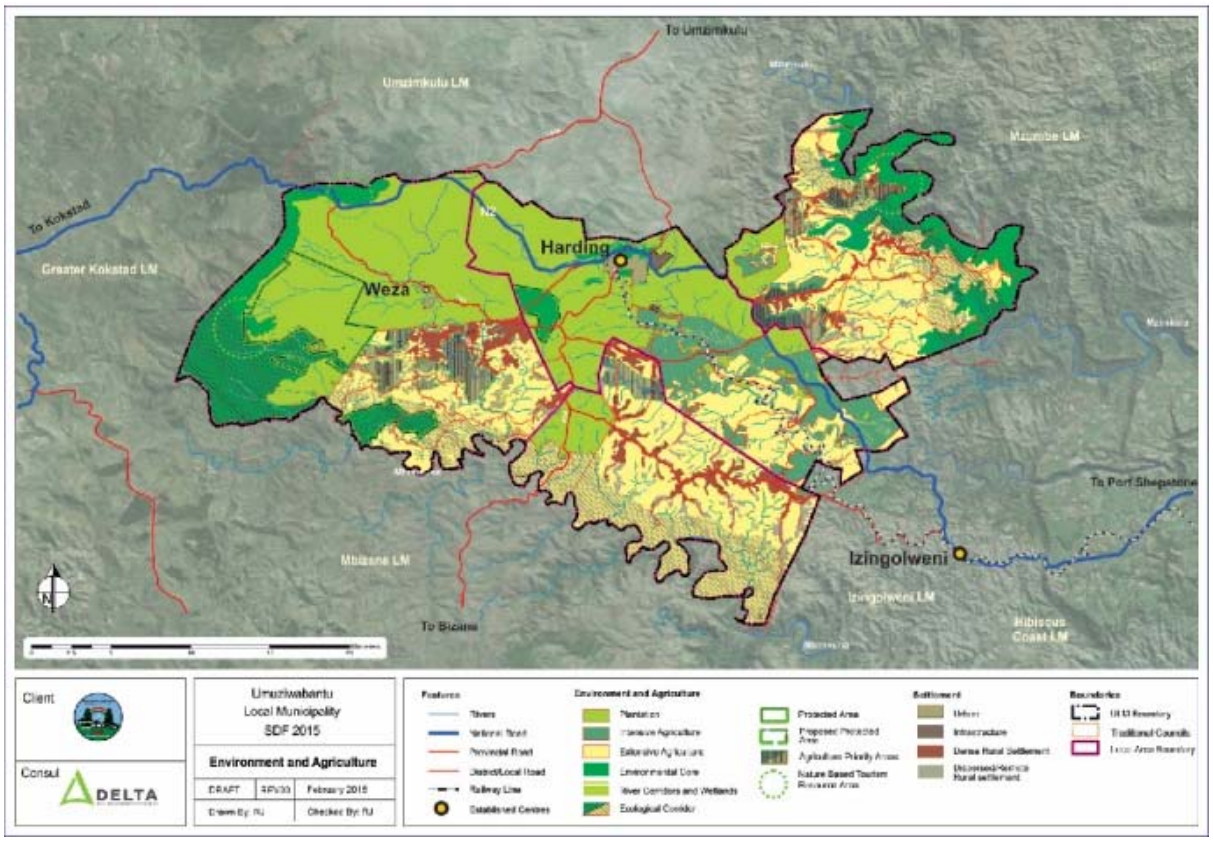
We are then going to look at each goal which will have a set of objectives and interventions identified.
Goal 1: Environmental Sustainability

The strategic goal of the environmental strategy is ***"The management, protection and enhancement of the municipality's environmental resource base in order to maintain biodiversity, efficient ecological function, and to support healthy human settlements and sustainable economic practices."***

The objectives of the Goal 1 as follows:



Below is a Map(...) showing the Agriculture and Environmental Strategy, it shows were intensive and extensive agriculture should take place, it depicts the ecological corridors and where should we protect our areas.



Goal 2 – Sustainable Human Settlement

The second primary goal consist of development of sustainable human settlement system across the municipality which will create a linkage between urban and rural areas. The goal for this strategy area is:

"A diverse human settlement network of nodes and corridors connecting rural and urban areas and people with goods and services, while addressing spatial inequalities, developing economic opportunity and preserving environmental resources."

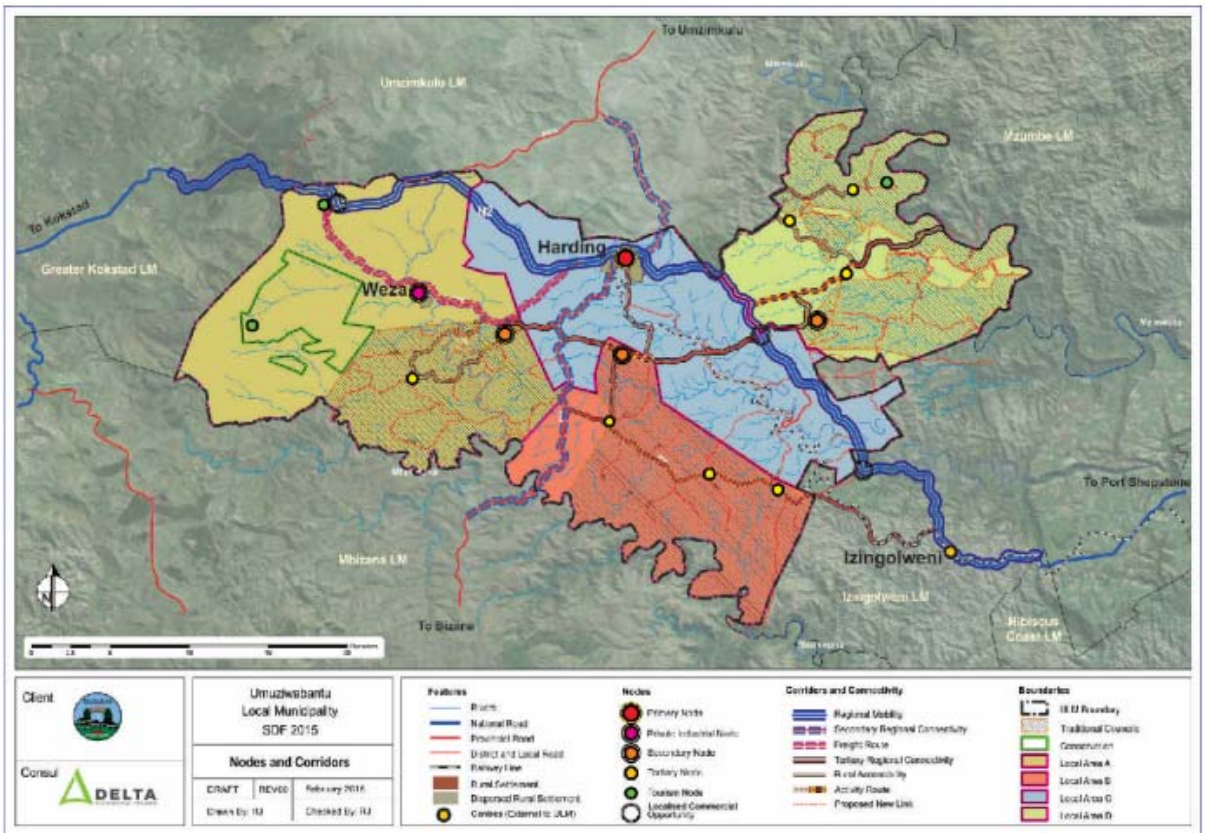
The network of nodes and corridors will re-structure Umuziwabantu through directing growth and investment across the municipality in order to develop an efficient, dynamic and sustainable long-term future for the municipality.

The following strategic objectives respond to the overarching goal of this goal area:

GOAL 2: SUSTAINABLE HUMAN SETTLMENTS

• **Objective 2.1**:	A built environment structured around an investment network of **nodes and corridors** to allow for the more efficient and sustainable provision of services and more diversified economic activity.
• **Objective 2.2**:	The development and maintenance of **Harding** as the primary urban settlement node supporting high order land use and economic activity and services to the region.
• **Objective 2.3**:	The development of a sustainable and diversified **continuum of human settlements** from compact urban towns to dispersed rural settlement all providing for a range of lifestyle and housing opportunities.
• **Objective 2.4**:	The provision of municipal **services** which enhance the quality of life of Umuziwabantu citizens, are affordable, sustainable and promote economic advancement.
• **Objective 2.5**:	The development of an efficient **transport and connectivity network** with appropriate infrastructure and services to allow for the efficient movement of people and goods connecting across the municipality and connecting the municipality with the broader region.
• **Objective 2.5**:	The identification and preservation of **heritage** resources.

Below is the SDF Nodes and Corridors:



Goal 3 – Inclusive Economic Development

The SDF wants to promote the conducive conditions to ensure more equitable wealth generation through the expansion of economic opportunities for all communities in the municipality. The primary goal for this strategy:

"An economy in which all the citizens of Umuziwabantu are afforded equitable access to opportunities associated with the resources base of the municipality through more efficient and effective linkages, communication and use of resources."

The following strategic objectives respond to the overarching goal of this strategy:

GOAL 3: EQUITABLE ECONOMIC DEVELOPMENT

- **Objective 3.1**:The more optimal utilisation of agricultural land resources in community owned land through more centralised farming methods, diversification and beneficiation
- **Objective 3.2:** Development and expansion of local industry through local beneficiation of agricultural and timber products.
- **Objective 3.3**: Expansion of local skills and human capital through development of centres of enterprise, research, and training focused on identified opportunity areas related to the local resource base.
- **Objective 3.4:** The development of an integrated body of tourism products based on yielding the best benefit from the municipality's natural and cultural heritage resources.

Goal 4 – Effective Land Administrative

It's imperative that Umuziwabntu develops an effective capacity in land administration in order for the spatial vision to be achieved. The strategies identified within the SDF must be implemented systematically as per the spatial and timing priorities determined herein. Thus, establishment of an effective system for land use management and spatial planning. The primary strategic goal of the land administration strategy will be:

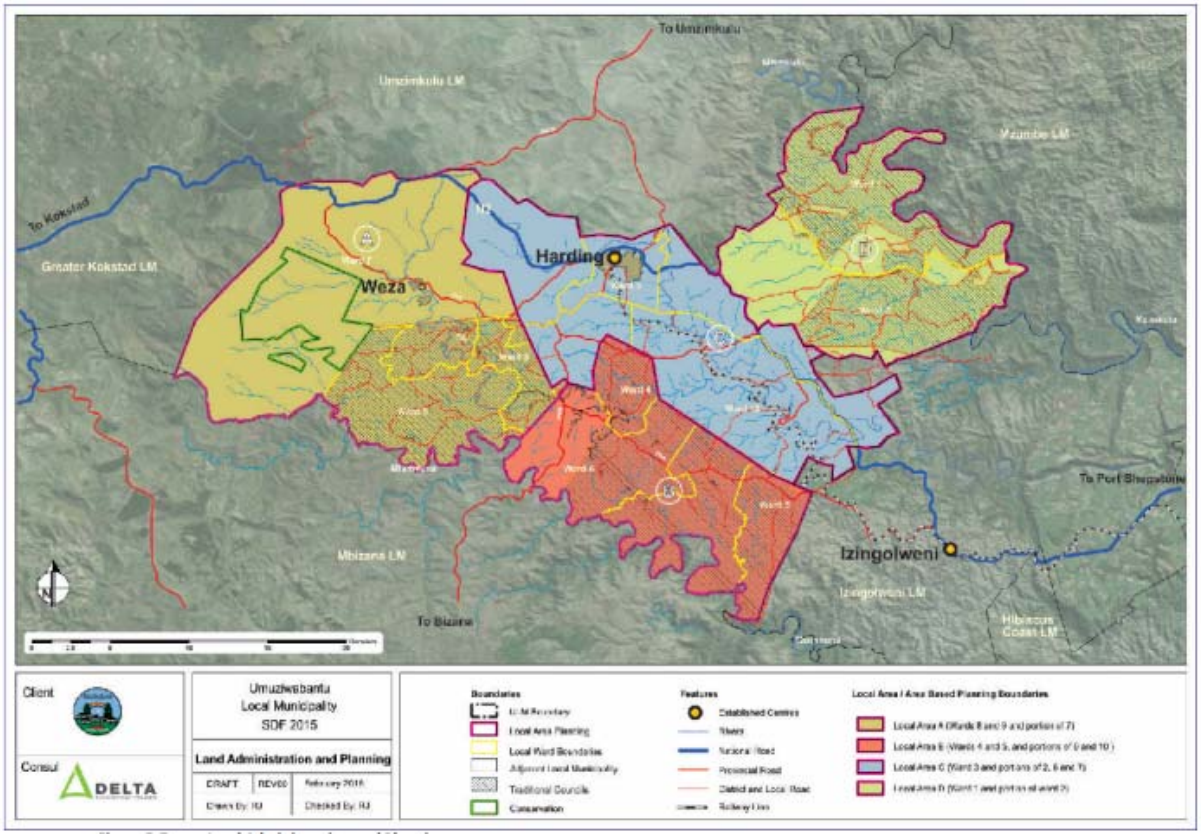
"A just, inclusive and effective land administration that enables the advancement of communities, and provides for improvements to the quality of life of communities while ensuring the protection and optimum use of the environmental and land resources."

The strategic objectives are as follows:

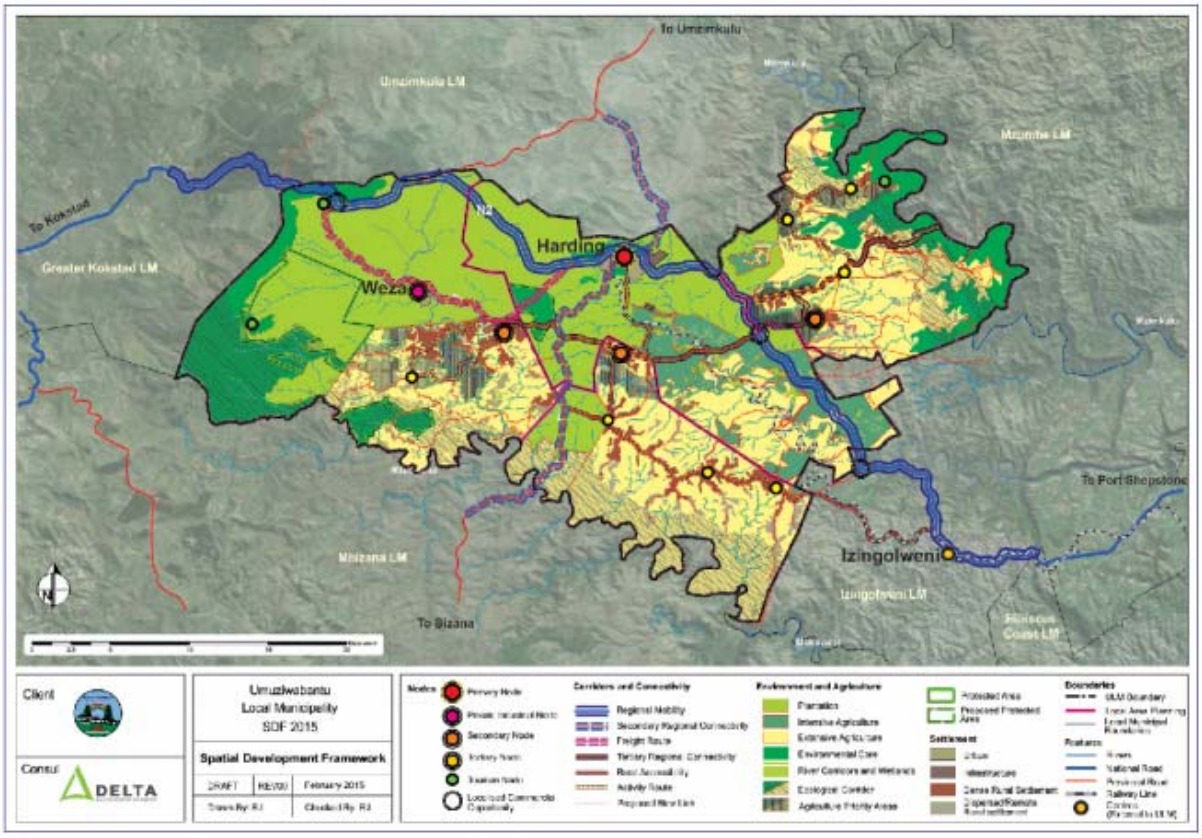
GOAL 4: EFFECTIVE LAND ADMINISTRATION

- **Objective 4.1**:The deeper involvement of local communities within applied planning systems though development of an area-based planning strategy and an improved communication and participation structure.
- **Objective 4.2:** The development of spatial intelligence, knowledge and effective spatial planning tools required for more sophisticated local planning and management.
- **Objective 4.3**: The establishment of a hierarchy of plans approach to address more detailed planning required for different areas within the municipality.

The Map depicts the Land Administration and Planning:



Consolidated SDF



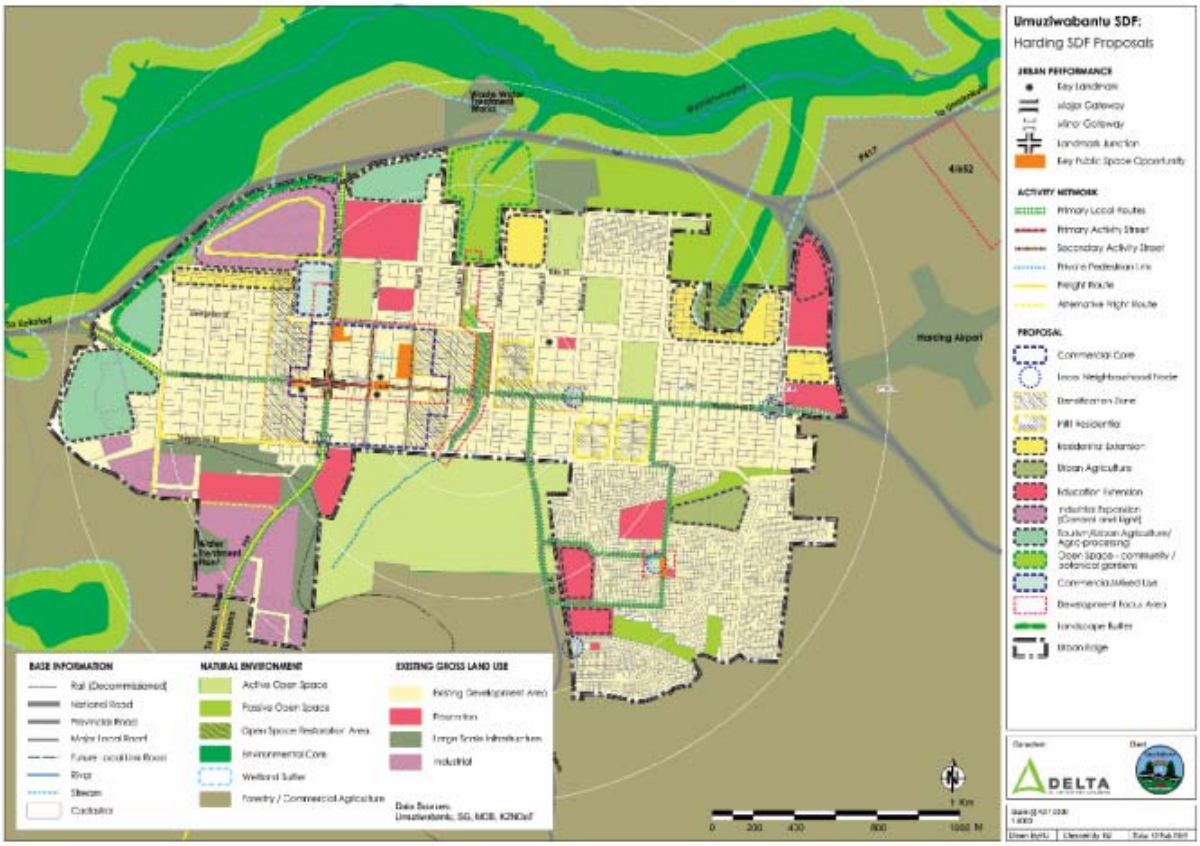
5.4 SPATIAL RESTRUCTURING OF THE MUNICIPALITY

In this section deals with spatial (re) structuring and development guidelines. The guidelines have assisted in providing a conceptual detail specifically to spatial planning and urban design consideration implied in the strategy to guide interventions required.

This section provides a guideline for Harding Development Proposals and Areas Under Transition from Rural to Urban Settlement.

Harding Development Proposals

As identified in strategy 2.2 Harding functions as the primary economic and services node in the municipality. Its function in this regards must be supported and strengthened although Harding demonstrates a fairly vibrant economy, it suffers a number of functional problems which must be addressed in order to attract investment and to deepen levels of economic activity and community development. Accordingly, development proposals have been generated for Harding and captured below on figure...



Areas Under Transition From Rural To Urban

SDF promotes the development of a system of nodes and corridors as a primary tool for shaping human settlement across the municipality. These include several nodal points in areas which can be classified as rural settlement. However, due to the overall scale of these settlements, the continuing expansion of these areas, and the need to manage growth appropriately, a number of these nodal points can be considered as areas which are transitioning from rural to urban settlement and which in the longer term will achieve more formalised development with a higher level of services within their core areas. The transition from rural settlement to urban settlement must support the objectives of increased efficiently, ecological and social sustainability, greater economic opportunity and also increased choice around lifestyle and livelihoods within areas which are currently considered to be rural.

In order to achieve these objectives, various strategies are required and include the following:

- **Compaction and densification**: compaction and densification refer to processes which support more intensive development and results in increased population within a given area. Compaction involves increasing the density of development through more effective use of space. This could for instance involve subdivision of properties, designing smaller site sizes, allowing increased building bulk and height, and reducing the area required for road reserves and other facilities through more careful design.

- Containment: an urban edge is a tool for containing the horizontal expansion of urban settlements. The delineation and application of an urban edge defines an area within which urban standards of services will be provided and is based on population and land use growth projections over a period of time. Development must not be allowed to leapfrog this edge.

- **Resource Protection:** areas which are identified as either important areas of biodiversity or are required to support ecological function, as well as areas which demonstrate relative significance for agricultural production, must be identified and protected. Such areas must be protected from the impact of housing, and related land uses and development. These areas can be protected through conservation measures and through zoning in the municipality's scheme.

A hierarchy of nodes must develop over time with the role of each node developing in relation to the proposed size of the node, the scale of the catchment area, the complexity of land uses promoted, and the range of facilities proposed. Nevertheless, all nodes are targeted for more compact development in order to promote a more efficient settlement form, provide housing variety, and to develop the thresholds to support higher order economic uses. The development of compact cores at different scales supports the formation of centres which
Conventionally are identified as towns, villages and hamlets.

The areas of Ikwezi, Salem and Bashaweni all suggest settlement areas which are transitioning from rural settlements towards small rural towns. Compaction within the core will promote the conditions appropriate for the delivery of urban standards of municipal services, the development of higher order economic and social services and greater variety of housing choices.

Challenges to Compaction

Achieving these conditions has a number of challenges.

- **Tenure:** ideally freehold tenure within defined areas should be achieved if households or businesses are to be encouraged to invest in these nodes. Alternatively, long-term lease agreements should be generated.
- **Redevelopment:** compaction will require the redevelopment of land within the identified urban edge. This will involve reducing the size of existing plots to allow densification
- **Land use:** this process will require careful rationalisation of land use. The layouts should be generated for these areas and general plans with individual subdivisions established.
- **Cultural Practise:** existing traditional cultural practises will need to adapted to accommodate compaction and densification. A compact, denser environment (smaller plots and attached housing) may not accommodate all aspects of traditional culture. Nevertheless, a greater variety of housing options will provide for a wider range of needs including short to medium-term housing, housing for doctors, nurses and other community-related service professionals who need short tenure accommodation.

5.5 LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY - covered

5.6 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES - covered

5.7 PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT

5.8 STRATEGIC INTERVENTION
Refer to the attached Draft SDF

5.9 AREAS WHERE PRIORITY SPENDING IS REQUIRED

Refer to the attached Implementation Framework Plan

CHAPTER SIX

SECTOR INVOLVEMENT / SECTOR PLANS

SECTOR DEPARTMENTS SPECIFIC PROJECT INVESTMENTS

SECTOR DEPARTMENT	YEAR OF PROJECTED INVESTMENT			WARD NO	NAME/NATURE OF INVESTMENT (REGRAVELLING)	
	YEAR 2012/13	YEAR 2013/14	2015/16			
Department of Transport	R800 000				Drain Clearing & Verge Maintenance	
Department of Art & Culture	R 138 000	R 146 200		ALL	At your library computer service provision	
Department of Art & Culture	R12 000 000			ALL	Construction of District arts centre	
ESKOM		R1 327 000			Upgrade of Ingeli Electricity supply	
ESKOM	3929 129				NQABENI NB138 SABELWENI & BHIDLA	
ESKOM	R1175 437				Weza infills	
Department of Health		TBC		03	Fencing of parking area for Gvt vehicles	
		TBC			Revamping of Male and female ward ablution facilities	
		TBC			Upgraded fencing in and around the hospital	
		TBC			Changing of the heating system in female ward to heat pump.	
		TBC			Renovation of doctor's rooms	
		TBC			Installation of vinyl sheeting in nurses residence	

SECTOR PLANS

The municipality realises the need for integration of sector plans in order to achieve cross sectional development that is informed from all spheres of government the following has list is hereby outline below with status quo of the plans development.

PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
Workplace Skills Development Plan	Completed and was done internally	Municipality
Waste Management Plan (WMP)	Funds have been set aside R700 000, Councillors will be workshoped on the document during 2012 before presented to council for adoption.	Municipality & DEAT, DAEA & UGu
Disaster Management Plan	Being developed R250 000	Municipality
Land Use Management Scheme	Complete. Funds required for review and implementation of the scheme.	Municipality
Local Economic Development (LED)n	LED strategy is in place and will be reviewed in the	Municipality;

PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
Strategy	2014/2015 financial year	
LED Funding policy	Policy has been adopted and is being implemented	Municipality
Spatial Development Framework	Being developed with the assistance of DBSA	Municipalities and DBSA
Housing Sector Plan	Complete	DOH and Municipality
HIV & AIDS strategy.	Adopted plan used by St. Andrews	Department of Health
IT Plan.	No IT plan in place. Entered into SLA with SETA	SETA and municipality
Risk Management Plan	BEING DEVELOPED	Municipality
Internal skills Audit	Complete	Municipality
Skills Development Plan.	Reviewed Annually	Municipality
Property Rates Policy	Reviewed Annually	Municipality
Credit control and debt collection policy.	Reviewed Annually	Municipality
Supply Chain Management Policy.	Reviewed Annually	Municipality
Preferential procurement policy	Reviewed Annually	Municipality

PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
HR Policies	Reviewed Annually	Municipality
Town Planning By-laws	Developed out for public comments	Municipality and UGu shared services
Indigent Policy	Reviewed Annually	Municipality
Asset Management Policy	Reviewed Annually	Local municipality
National TB Management guidelines 2014	In place	DOH
Sexually transmitted infections guidelines 2015	In place	DOH
ART Consolidated guideline	In place	DOH

CHAPTER SEVEN

FINANCIAL PLAN (Draft Budget) Annexure

CHAPTER EIGHT

ANNUAL OPERATIONAL PLAN (DRAFT SDBIP) Annexure

CHAPTER 9

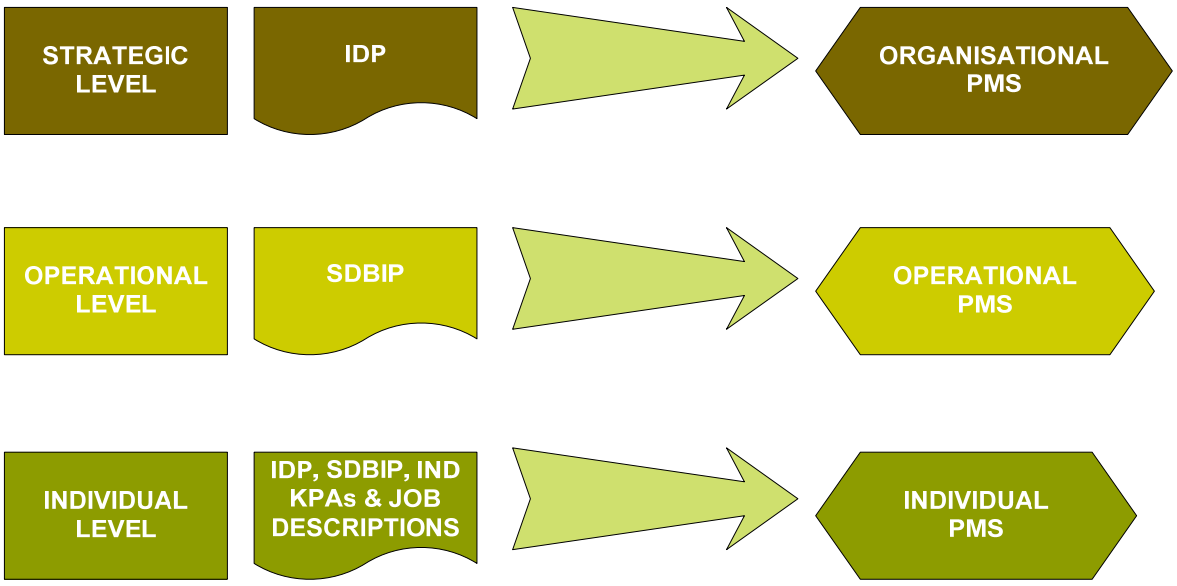
PERFORMANCE MANAGEMENT SYSTEM

The Municipal Planning and Performance Management Regulations stipulate that a Municipality's Organisational Performance measurement (OPMS) must entail a framework that sets out how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.

In line with the said legal requirements, this framework should be seen as a policy document that sets out:

- The requirements that the Municipality's OPMS will need to fulfill.
- The principles that must inform its development and subsequent implementation
- The preferred performance management model of the municipality
- The process by which the system will work
- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

The municipality has developed a performance management system which is being used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP.
PMS is linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the Municipal vision, objectives and community aspirations. The performance of the Municipality is being reviewed quarterly and corrective measures are being implemented where necessary.



The Municipality has developed a performance management system which will be used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP. The performance management system is linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the municipality's vision, objectives and community aspirations. The performance of the municipality will be reviewed quarterly and corrective measures be implemented where necessary.

Additionally the municipality ensures that all section 57 employees sign performance contracts aligned to the municipal IDP and objectives. The municipality will also ensure that employees reporting directly to Head of Departments have performance plan to enable a focused performance of the municipality.

PMS KEY ELEMENTS PROGRESS AND STATUS

ELEMENTS	PROGRESS
Organizational Performance Management System	(2014/2015) In place and under review
Section 57 employees Performance contracts 2014/2015	In Place and signed
Performance Audit Committee	In place
Employee performance appraisal system	2006 Regulations and adopted PMS policy
Annual Report 2013/2014	Annual report tabled to Council and publicised for comments.
Quarterly Reports	Conducted on quarterly bases
Public Participation	Conducted
Customer satisfaction surveys	Not done

Annexures

- Housing Sector Plan
- Infrastructure Master Plan
- SEA
- Draft SDF (strategies)
- SDBIP